Health Services
People Strategy 2015-2018
Leaders in People Services

Feidhmeannacht na Seirbhíse Sláinte
Health Service Executive

Supporting Documentation

All supporting documentation which was generated in the development phase of the *People Strategy,* including the theoretical background, is available from nationalhr@hse.ie

Work Plans with assigned responsibility, deliverables and time frames have been developed to support the implementation of the *People Strategy* - these are also available from nationalhr@hse.ie
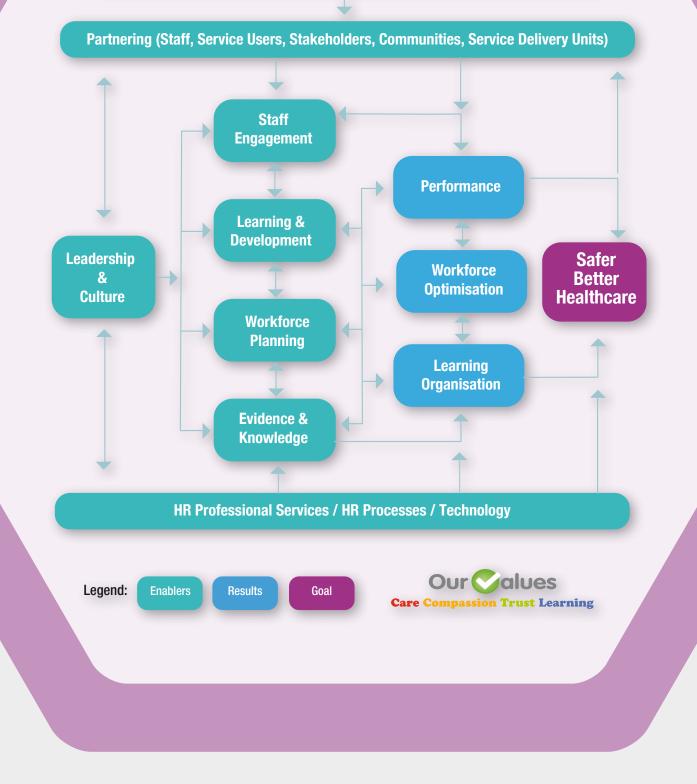
Contents

Acknowledgement

The development of the *People Strategy* involved a significant level of dedicated preparation, planning, analysis and support during 2015. I would like to acknowledge all those who were involved in the development phase and wish in particular to thank those of you who actively participated in the engagement and consultation workshops. I also wish to acknowledge all those who provided valuable feedback on the *Strategy* during its development. Thank you also to those who provided administrative support in the gathering of data and completing documentation to support the *Strategy* development process. I am confident that with the support of senior leaders and HR colleagues at national and service delivery levels throughout the country we can make real progress in realising our ambition to become leaders in people services.

Rosarii Mannion,
National Director of Human Resources

People Strategy Framework 2015-2018
Leaders in People Services

Partnering (Staff, Service Users, Stakeholders, Communities, Service Delivery Units)

Staff Engagement

Learning & Development

Leadership & Culture

Workforce Planning

Evidence & Knowledge

Performance

Workforce Optimisation

Learning Organisation

Safer Better Healthcare

HR Professional Services / HR Processes / Technology

Legend: Enablers Results Goal

Our Values
Care Compassion Trust Learning

Foreword

Our vision for healthcare as set out in the *Corporate Plan, 2015 - 2017* is to put people at the heart of everything we do - we are committed to delivering high quality safe healthcare to our service users, communities and the wider population. This *People Strategy* has been developed in recognition of the vital role of staff at all levels in addressing the many challenges in delivering health services across and within all settings in communities, hospitals and healthcare facilities. Our clear commitment is to engage, develop and value our workforce to deliver the best possible care and services to the people who depend on them. We also know from evidence that staff who are valued, supported in their development and treated well improve patient care and overall performance.

This *People Strategy* underpins the wider health reform and is focused on people services for the whole of the health system - improved people management is the responsibility of all leaders, managers and staff. The role of our colleagues in Human Resources (HR) is to lead, facilitate and support many of the activities described in the *Strategy* and to do so by working in partnership with colleagues throughout the system. Many of the important actions outlined will only be delivered by working across and between services at all levels and in particular by engaging with frontline staff who are our connection with those who use our services. By working together on the implementation of the *Corporate Plan* and *People Strategy* we will reform our services and have pride and confidence in our ability to deliver excellence to the people living in our communities. I look forward to working with colleagues across the health services to harness the talent and expertise of our staff at every level and drive the implementation of the *People Strategy*.

Tony O'Brien,
Director General

Leaders in People Services

Across the health system a talented, committed workforce through their collective knowledge, skills and hard work provide excellent health services to those who need care and to the wider community. This *People Strategy* is focused on providing a cohesive framework to lead, manage and develop the contribution of all staff in an environment that is conducive to learning and wellbeing. It is also focused on the future needs of the service to meet the workforce demands to attract and retain high calibre staff. It is supported by detailed Work Plans that have named responsibility to deliver the outcomes required under the direction of the HR Leadership Team.

This *People Strategy* identifies the following people management priorities that will be targeted for action recognising the need for leadership and support at every level to implement improvements:

- Leadership and Culture
- Staff Engagement
- Learning and Development
- Workforce Planning
- Evidence and Knowledge
- Performance
- Partnering

As a HR Service, we need to continue to listen to staff, act on your feedback and advocate on your behalf to improve the work environment and enhance services. The outcome of the first *Employee Survey, 2014* has informed our thinking and there are plans underway to conduct another staff survey in 2016. I am looking forward to working with you to implement this *People Strategy* and hope that together we can create a modern, inclusive, caring, and high performing HR Service that will support the delivery of safer better healthcare to those have placed their trust in us to do so.

Rosarii Mannion,
National Director of Human Resources

It is intended that by addressing these important areas as detailed in the *People Strategy* and associated Work Plan we will improve our performance, optimise our workforce and develop further as a learning organisation.

The *People Strategy* in particular provides the system with a challenge to start doing things differently in people management. I am particularly committed to developing a professional HR Service that is technically competent and responsive to the needs of the organisation. In partnership with you, your representative organisations, professional bodies, Trade Unions and academic partners, I believe we can transform how people management is delivered throughout the system.

National Context

The development of the *People Strategy* has been shaped by a number of relevant national strategies and frameworks including the following:
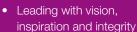
- ***Health Service Executive Corporate Plan 2015 - 2017:*** sets out the overall direction for health and social care services and what needs to be achieved over the next three years. The core purpose of this *People Strategy,* is to support the implementation of the *Corporate Plan,* taking into account the significant other contextual frameworks in the system. It provides leadership in relation to the human resource aspects in terms of adding value, enhancing the people capability and being organised in a way that delivers on national requirements.

- ***Performance Accountability Framework for the Health Services 2015:*** sets out the means by which the HSE, and in particular the National Divisions, Hospital Groups and Community Healthcare Organisations (CHOs), will be held to account for their performance in relation to **Access** to services, the **Quality and Safety** of those services, doing this with the **Financial** resources available and by effectively harnessing the efforts of its overall Workforce.

- ***Future Health - A Strategic Framework for Reform of the Health Service 2012 - 2015:*** sets out the commitment for the Department of Health and HSE to work together to implement an approach to workforce planning and development with the objectives of:

  - Recruiting and retaining the right mix of staff

  - Training and up-skilling the workforce

  - Providing for professional and career development

  - Creating supportive and healthy workplaces

  - Investing in leadership, management development and succession planning

- ***Department of Health - Statement of Strategy 2015 - 2017:*** commits to playing its part in nurturing a health system where high performance is achieved and the knowledge and skills of health service staff are enhanced and developed. An underlying objective is to have a stable and sustainable workforce to achieve national priorities and clinical and operational improvement.

- ***National Standards for Safer Better Healthcare 2012:*** describes a vision for high quality, safe healthcare and prioritises standards related to Leadership, Governance, Management and the Workforce. In particular it acknowledges that people working in the service are recruited, organised, developed and supported so that they have the skills, competencies and knowledge to enable the delivery of high quality, safe and reliable care.

- ***Healthy Ireland 2013 - 2025 and Healthy Ireland in the Health Services - National Implementation Plan 2015 - 2017:*** an effective health system is a prerequisite for improved health and wellbeing and a competent skilled and multi-disciplinary workforce is the most important resource for delivering health and wellbeing services.

- ***Public Service Agreement 2010 - 2014*** *(Croke Park Agreement)****; Public Service Stability Agreement 2013 - 2018*** *(Haddington Road and Lansdowne Road Agreements)*

- ***HSE Framework for Improving Quality in our Health Services 2015:*** developed to ensure that the thinking, planning and delivery of care in our services is orientated firmly towards quality and improved patient and service user experiences and outcomes.

- ***Human Resource Management in the Public Health Sector - HR Proposition 2013:*** this proposition outlined how HR needed to change within the context of the overall reform of the Public Health Sector, taking up a critical leadership role in supporting the change.

- ***Health Services Employee Survey:*** undertaken in 2014, the findings reinforced a number of significant organisational messages including the need to reconnect with leadership, enhance communications, demonstrate staff value, recognise diversity and maximise staff potential.

Background to the *People Strategy*

The *People Strategy* sets out our ambition for people management across the health services. It is grounded in an ethos of valuing the collective capabilities, knowledge, skills, life experiences and motivation of our workforce - **our human capital.** The *Strategy* was developed through many engagement sessions with staff and stakeholders from all parts of the health system. Included in this process were engagement workshops where the analysis of the issues, potential solutions and approaches were developed. The *Strategy* was also informed by relevant contextual and theoretical references and research[1]. The evidence clearly indicates how HR policies interconnect with line management practices to create employee satisfaction, motivation and commitment leading to high performance. The research also indicated that we could reduce mortality, decrease morbidity and improve the quality of life of our patients and service users through better quality people management. The latter part of

_____

[1]Detailed data from consultation sessions and supporting documentation available from: nationalhr@hse.ie

the strategy development process focused on distilling important people management practices that would enhance organisational performance underpinned by the following concepts:

- Leading with vision, inspiration and integrity
- Adding value for service users, communities and staff
- Creating a sustainable future
- Developing organisational capability
- Harnessing creativity and innovation
- Managing with agility
- Succeeding through the talent of people
- Sustaining service excellence

Implementation of the *People Strategy*

This document provides the *People Strategy* Framework, intended outcomes and what we will do to deliver on the priority areas identified. The *Strategy* is supported by **Work Plans** that set out the detailed actions and deliverables for each of the interrelated priorities. Members of the HR National Leadership Team will take lead responsibility to drive and support implementation. The implementation of the *Strategy* will also be supported by a formal programme management approach to ensure that

work is undertaken in a planned and systematic manner. This is line with the broader system reform programme work that is currently underway. Implementation of the *People Strategy* will be led, facilitated and supported by the HR Division. The approach to implementation will be based on partnering with managers and staff throughout the system to ensure ongoing relevance, taking a joined up approach to the delivery of the strategic priorities.

Future Role and Purpose of Human Resources

In order for HR to effectively deliver on the *People Strategy* and serve the system to achieve its corporate goals, reform of HR Services is needed. The *People Strategy* in particular sets out the organisational commitment to enable the HR Service to move to a more facilitative, supportive, developmental and enabling approach that fully understands its role to serve healthcare business and clinical priorities. In order to achieve this there is a need for a change in the capacity and capability of the HR profession and in the approach that it brings. HR is committed to taking up a business partnering role at strategic levels within the organisation. Line

managers throughout the system are key to the delivery of excellent people services - the HR Service is committed to working in partnership with line managers to add value and enhance people capability. From a technical HR perspective, being able to respond in a timely and efficient manner and provide guidance on relevant HR Frameworks and Policy will be central to our success. The HR delivery system will be re-organised in a way that is positioned to deliver on the HSE Corporate Goals and to support CHOs, Hospital Groups and the National Ambulance Service (NAS). This will require a revision of the HR Delivery Model and associated structures.

People Strategy - Vision, Mission and Values

VISION

A Healthier Ireland with a high quality health service valued by all.

Source: *Building a high quality health service for a healthier Ireland, Health Service Executive Corporate Plan 2015 - 2017*

MISSION

People in Ireland are supported by health and social care services to achieve their full potential.

People in Ireland can access safe, compassionate and quality care when they need it.

People in Ireland can be confident that we will deliver the best health outcomes and value through optimising our resources.

PEOPLE VISION

Enabling all staff to perform to the best of their ability delivering service excellence.

PEOPLE MISSION

Provide professional HR Services to transform the organisation's capability to deliver safer better healthcare by creating an environment that supports and values staff.

Values

Care

- We will provide care that is of the highest quality
- We will deliver evidence based best practice
- We will listen to the views and opinions of our patients and service users and consider them in how we plan and deliver our services

Compassion

- We will show respect, kindness, consideration and empathy in our communication and interaction with people
- We will be courteous and open in our communication with people and recognise their fundamental worth
- We will provide services with dignity and demonstrate professionalism at all times

Trust

- We will provide services in which people have trust and confidence
- We will be open and transparent in how we provide services
- We will show honesty, integrity, consistency and accountability in decisions and actions

Learning

- We will foster learning, innovation and creativity
- We will support and encourage our workforce to achieve their full potential
- We will acknowledge when something is wrong, apologise for it, take corrective action and learn from it

We will try to live our values every day and will continue to develop them over the course of this plan

Health Service Executive Corporate Plan 2015 - 2017

The *Corporate Plan* clearly sets out our values of ***Care, Compassion, Trust and Learning.***
Embedding these values into everything we do will help make our vision a reality. In practice, we need to:

- Demonstrate value in the way we work and treat each other
- Use our values to guide the decisions we take
- Identify and deal with behaviours that don't live up to our expectations
- Be responsible for the way we work and not just the work we do

People Strategy delivering on the *Corporate Plan*

People Ambition

We want to deliver the best possible care to our patients and service users.
We will continue to invest in and develop a workforce that is dedicated to excellence, welcomes change and innovation, embraces leadership and teamwork and maintains continuous professional development and learning.
Source: *Building a high quality health service for a healthier Ireland, Health Service Executive Corporate Plan 2015 - 2017*
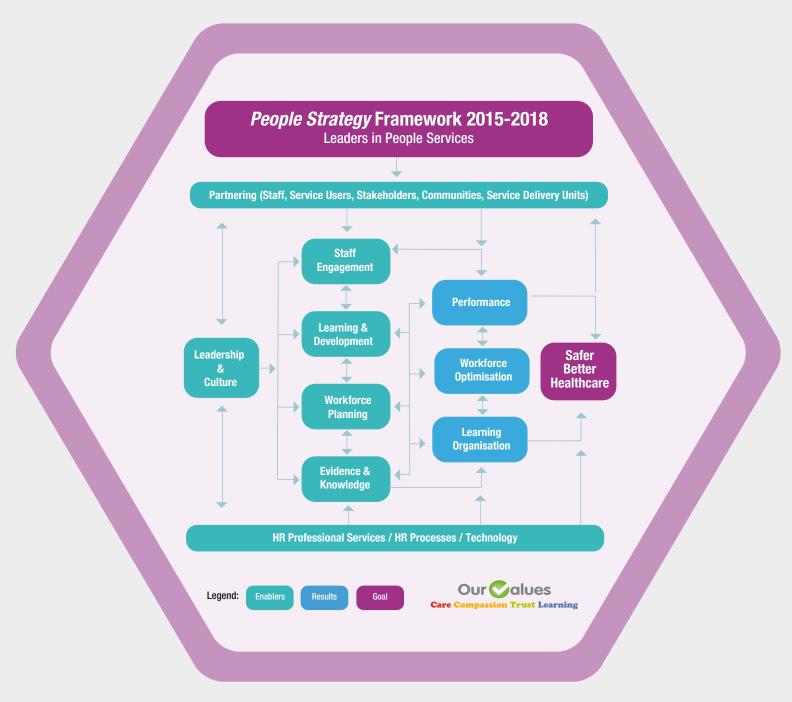
Our Plan

This *Corporate Plan* sets out our 5 goals, the actions required to deliver them and how we will measure success

Goal 1
▸ Promote health and wellbeing as part of everything we do so that people will be healthier

Goal 2
▸ Provide fair, equitable and timely access to quality, safe health services that people need

Goal 3
▸ Foster a culture that is honest, compassionate, transparent and accountable

Goal 4
▸ **Engage, develop and value our workforce to deliver the best possible care and services to the people who depend on them**

Goal 5
▸ Manage resources in a way that delivers best health outcomes, improves people's experience of using the service and demonstrates value for money

People Strategy Framework

The Framework used to outline the strategic priorities in the *People Strategy* is based on an applied version of the Excellence Model (European Foundation for Quality Management - EFQM). The key premise of the Framework is that achieving our ultimate goal of **Safer Better Healthcare** is achieved through leadership driving cultural change enabled by staff engagement, workforce planning and adopting a partnering approach. This is further supported by learning and development, use of evidence and knowledge, HR transactional processes and performance management. The Framework also presents core people management results i.e. becoming a learning organisation, workforce optimisation and improved performance throughout the delivery system. The main value in presenting this Framework is that it gathers the interrelated and interdependent elements of the *People Strategy* which can then be applied at different levels across the system and adapted to local contexts. The key elements are outlined below:

People Strategy Framework 2015-2018
Leaders in People Services

Partnering (Staff, Service Users, Stakeholders, Communities, Service Delivery Units)

Staff Engagement

Performance

Leadership & Culture

Learning & Development

Workforce Optimisation

Safer Better Healthcare

Workforce Planning

Learning Organisation

Evidence & Knowledge

HR Professional Services / HR Processes / Technology

Legend: Enablers | Results | Goal

Our Values
Care Compassion Trust Learning

People Strategy Outcomes

Safer Better Healthcare

- Effective leadership at all levels
- Staff have strong connection to the service
- Staff equipped to problem solve, innovate and deliver
- Comprehensive, evidence based workforce plan in place
- Decision making based on real time and reliable data
- Clear roles & responsibilities to maximise performance
- Partnerships are effectively developed and managed
- HR Services positioned to deliver organisational priorities

The *People Strategy* planned outcomes are the statements that describe what will be achieved and what can be reliably demonstrated or measured at the end of the *Strategy* implementation process. Adopting this approach supports our ambition and challenges the whole system to deliver on a common agenda. The combined outcomes from each of the priority areas in the *People Strategy* will result in improved performance, workforce optimisation and a learning organisation delivering the overall goal of Safer Better Healthcare.

Priority 1   Leadership and Culture

Effective leadership at all levels, working collectively towards a common purpose, creating a caring and compassionate culture and inspiring innovation, creativity and excellence throughout the organisation.

Priority 2   Staff Engagement

Staff have strong sense of connection to the service, take personal responsibility for achieving better outcomes and support team colleagues to deliver results.

Priority 3   Learning and Development

A learning culture that prioritises development to ensure staff are equipped to confidently deliver, problem solve and innovate safer better healthcare.

Priority 4   Workforce Planning

Comprehensive workforce plan in place based on current and predicted service needs, evidence informed clinical care pathways and staff deployment.

Priority 5   Evidence and Knowledge

Work practices and client pathways are evidence informed and decision making is based on real time and reliable data.

Priority 6   Performance

Staff and teams are clear about roles, relationships, reporting and professional responsibilities so that they can channel their energy and maximise performance to meet organisational targets.

Priority 7   Partnering

Partnership with staff, service managers and stakeholders effectively developed and managed to add value and support the delivery of safer, better healthcare for local communities driving change and improving the client experience.

Priority 8   Human Resource Professional Services

HR Services designed to create value, enhance people capacity and positioned to deliver organisational priorities.

PRIORITY 1
LEADERSHIP & CULTURE

Outcome: Effective leadership at all levels, working collectively towards a common purpose, creating a caring and compassionate culture and inspiring innovation, creativity and excellence throughout the organisation.

What We Will Do

Leadership Strategy

1.1 Launch and communicate the *People Strategy* to set out the direction for people services across the system.

1.2 Develop models of shared and distributed leadership, nurturing a strong culture of engagement and team working, inspiring staff at all levels to deliver high quality, safe services.

1.3 Create a national *Leadership Academy* comprising the best thought and practice based leaders from across the system to lead, influence and develop leadership standards, practice and succession management.

1.4 Work in collaboration with stakeholders to develop a single purposeful *Leadership and Management Development Strategy*.

1.5 Place particular emphasis on engaging clinicians and supporting them in leading change and quality improvements at all levels.

1.6 Refresh and validate leadership competency framework to recruit, develop and retain staff of the highest calibre across all staff groupings.

Leadership Presence

1.7 Develop and support leaders to provide direction and purpose, and connect with all staff and teams through open and transparent communication, demonstrating evidence based decision making as core leadership practices.

1.8 Develop leaders' capacity to engage effectively with service users, work with other relevant health service divisions and connect with local communities to enhance the quality of patient pathways and patient experiences.

1.9 Increase visibility and connection between leaders and staff listening to feedback, focusing on person centred quality improvements and delivering timely solution-focused responses.

Leadership Culture

1.10 Work with the Quality Improvement Division to develop a leadership culture that is firmly focused on quality and improved patient and service user experiences and outcomes.

1.11 Strengthen leadership capacity to lead and manage transformational change and reform with a particular focus on a coaching facilitative style of management.

1.12 Work with the Communications Division to support a leadership culture that can deliver excellence in healthcare communications.

1.13 Demonstrate leadership behaviours that support front line staff to contribute to and drive improvements in the care they provide through a continuous learning culture.

1.14 Create a team culture of respect for each other's knowledge, skills and viewpoints and change behaviours that negatively impact on patient safety or colleagues' effectiveness.

Leadership Accountability

1.15 Develop accountability arrangements so that each staff member and team is clear regarding role, decision-making authority and fit within the organisation in line with the *Performance Accountability Framework* for the Health Services.

1.16 Ensure that health outcomes for service users and communities are central to leadership accountability and measurement frameworks.

1.17 Put in place performance and accountability review systems at individual, team and service levels.

STAFF ENGAGEMENT

Outcome: Staff have a strong sense of connection to the service, take personal responsibility for achieving better outcomes and support team colleagues to deliver results.

What We Will Do

Staff Voice

2.1 Embed an engagement culture as a hallmark of leadership by taking a whole system approach to developing a *Staff Engagement Strategy* working with all Divisions building on the experiences and contributions of staff.

2.2 Conduct an annual *Staff Survey* and work with the delivery system to take actions based on findings.

2.3 Prioritise effective two-way communication as a core enabler of meaningful staff engagement.

2.4 Value the unique position of front line workers by systematically listening to their feedback, responding appropriately and initiating service improvements.

2.5 Establish HR User Groups to ensure greater connectivity with the service delivery units and partners across the system.

Staff Commitment

2.6 Enable staff to have meaningful roles, performance feedback and recognition, appropriate decision-making autonomy and development opportunities.

2.7 Support staff to act as advocates for service users and enable their participation in decision making regarding care planning and solution focused approaches.

2.8 Support collaborative practice through investment in team working, team leadership and service user engagement to deliver integrated quality care.

2.9 Promote Diversity, Inclusion and Equality across the system valuing different perspectives, depth of experience and the strengths and potential of individuals and teams.

Staff Health and Wellbeing

2.10 Develop *Staff Health and Wellbeing Strategy* to support staff in managing their own health and wellbeing.

2.11 Ensure policies and procedures are designed to enable staff to maximise their work contributions and work life balance.

Staff Working Environment

2.12 Strengthen occupational safety and health support and advice across the system to support managers in developing working environments that are conducive to the delivery of safer better healthcare.

2.13 Build on *Positive Workplace Initiatives* that recognise our social and collective responsibilities to create sustainable and nurturing environments that recognise staff and value resilience and innovation.

2.14 Put in place protocols to empower staff to raise concerns and take action if they perceive risks to service users, colleagues or themselves and support them in relation to adverse events.

Outcome: A learning culture that prioritises development to ensure staff are equipped to confidently deliver, problem solve and innovate safer better healthcare.

What We Will Do

Learning and Development Plan

3.1 Develop a *Learning and Development (L&D) Plan* with an agreed funding stream that builds individual and organisation capacity and knowledge to meet current and strategic requirements.

3.2 Communicate what staff can expect by way of supports to progress learning and development in a fair and transparent manner.

3.3 Develop processes for learning needs analysis and learning transfer to support current and anticipated future service delivery standards.

3.4 Assess and develop the capability and capacity of current leaders against future service requirements, anticipated challenges and agreed leadership competencies.

3.5 Ensure all L&D interventions delivered internally or contracted through academic or other partners are aligned to organisational priorities and the requirements of Community Healthcare Organisations (CHOs), Hospital Groups and the National Ambulance Service (NAS).

3.6 Increase the focus on multi-disciplinary development to enhance the patient experience, support team working/collaborative practice and bring about evidence based service improvements.

Learning and Development Delivery

3.7 Integrate all aspects of L&D into a single consolidated delivery service.

3.8 Invest in internal HR and L&D professionals to support them in the optimum delivery of innovative thought-leading leadership and development programmes and interventions.

3.9 Prioritise delivery of mandatory and statutory training and commission new training provision related to prioritised need.

3.10 Collaborate internally and externally to lead innovative design of critical learning interventions and programmes across the organisation.

Learning and Development Approach

3.11 Put in place *Personal Development Plans* and enable staff exercise personal and professional responsibility for the quality and safety of services provided.

3.12 Ensure personal development planning and staff supervision are core management practices focusing on the competencies, knowledge and behaviours of staff.

3.13 Work with leadership colleagues to embed systematic processes to identify talent and support leadership and career development.

3.14 Develop coaching and mentoring as a key leadership and line management support in facilitating improved performance and service developments.

3.15 Work with professional bodies and staff representative associations to develop Continuous Professional Development responses that support improved performance.

3.16 Support staff to achieve professional registration and credentialing.

3.17 Prioritise 'on the job' experiential learning through job rotation and shadowing and consider augmenting existing capability through partnerships, secondments and interchanges.

Learning and Development Evaluation

3.18 Review effectiveness of current learning delivery and support systems and embrace new methodologies including further development of e-learning approaches (e.g. www.hseland.ie)

3.19 Quantify the L&D spend, evaluate and measure learning and development outcomes to ensure organisational relevance and return on investment.

PRIORITY 4
WORKFORCE PLANNING

Outcome: Comprehensive workforce plan in place based on current and predicted service needs, evidence informed clinical care pathways and staff deployment.

What We Will Do

Workforce Planning Framework

4.1 Develop an integrated multi-disciplinary *Workforce Planning Framework* based on best practice to add value, attract and retain talent and deliver on organisational goals.

4.2 Develop the knowledge and skills to undertake high quality workforce planning including future scanning to respond to changing needs in healthcare.

4.3 Provide HR support to strengthen capacity to engage in business case development to ensure compatibility between service planning, workforce planning and workforce resourcing.

4.4 Work with service managers and the Higher Education Institutions in taking a strategic approach to graduate supply, education and practice placements and ensure robust governance arrangements are in place in line with health service requirements.

Workforce and Service Design

4.5 Build capacity to redesign/reconfigure services and the workforce in line with best practice, evidence based models of care and anticipated future needs including the Clinical Care Programmes.

4.6 Support individuals and teams to adopt new ways of working and practice changes informed by evidence and research.

4.7 Evaluate vacancies as they arise so that every vacancy is seen as an opportunity to change and reform how services are delivered in line with evidence.

4.8 Support the reform of CHOs, Hospital Groups and the NAS through practice based interventions at individual and team levels.

Workforce Talent Management

4.9 Develop a talent management framework that takes account of the employee life cycle and supports staff along the entire career journey maximising their contribution to the organisation.

4.10 Identify and nurture talent, including staff mobility to facilitate and support improved performance and career development.

4.11 Work with Health Business Services (HBS) to restructure recruitment to achieve optimum delivery of workforce plans.

4.12 Prioritise approaches to attract and retain talent including flexible working arrangements that meet service and staff needs.

4.13 Prioritise succession planning and progression opportunities for staff at all levels.

Workforce 'Organisation'

4.14 Prioritise staff deployment that responds and is adaptable to changing health and social care needs across the organisation.

4.15 Conduct targeted skills audit across priority areas, targeting skills that underpin existing and future health service needs.

4.16 Develop solutions to close gaps highlighted in the skills audit, paying particular attention to skill mix within teams and services.

4.17 Build capacity to support effective staff deployment through e-rostering and use of 'staff banks'.

PRIORITY 5
EVIDENCE & KNOWLEDGE

Outcome: Work practices and client pathways are evidence informed and decision making is based on real time and reliable data.

What We Will Do

Data Gathering and Reporting

5.1 Develop streamlined data gathering and reporting processes and systems to meet requirements of the *Performance Accountability Framework* - including the *HR Early Warning System*, learning from investigations, HIQA reports, reviews etc.

5.2 Develop information systems that efficiently capture, store and retrieve HR data to assist decision making, support Balanced Scorecard approach and reporting to the National Performance Oversight Group.

5.3 Develop workforce metrics reporting (including dashboards) at all levels in a format that is user friendly and avoids duplication.

5.4 Integrate HR and Finance systems to ensure single source data and aspire to capture data through existing processes rather than additional input.

5.5 Work with Health Business Services (HBS) and the Office of the Chief Information Officer (CIO) to drive and capture the benefits of an e-HRM System.

Data Analysis

5.6 Develop capacity to create intelligence from HR data and to predict trends, spot anomalies and highlight early warnings.

5.7 Build and develop workforce metrics, analytics and planning capability within HR and across line management by working with the Business Intelligence Unit, ICT, HBS Enterprise Resource Planning Service (ERPS) and external support as required.

Knowledge Management

5.8 Provide managers with the required HR and Workforce Metrics and Business Intelligence (BI) in a timely manner to enable accurate decision making.

5.9 Encourage utilisation of data and knowledge to support the sharing of good practice and shared learning.

5.10 Work with colleagues in Health and Wellbeing and other relevant Divisions to ensure that the library service can effectively support services in evidence informed practice.

5.11 Ensure compliance with Freedom of Information and Data Protection Legislation and Regulation.

Application of Evidence

5.12 Measure improvements in HR performance through the provision and use of high quality HR information and metrics.

5.13 Use HR data to assist in service redesign and support service modernisation in line with revised clinical care pathways, shared care arrangements, practice changes and models of service.

PRIORITY 6
PERFORMANCE

Outcome: Staff and teams are clear about roles, relationships, reporting and professional responsibilities so that they can channel their energy and maximise performance to meet organisational targets.

What We Will Do

Performance Governance

6.1 Provide clarity for each staff member and team regarding role, professional responsibilities, reporting relationship and fit within the organisation in line with the *Performance Accountability Framework*.

6.2 Work with leaders and staff at all levels to achieve compliance with professional, regulatory and quality standards and be accountable for service targets.

6.3 Implement the planned *HR Early Warning System* to ensure HR moves to a more proactive approach to prevent and mitigate risk to service users and staff.

Performance Management

6.4 Implement and roll-out a revised, redesigned performance management system that is supportive and developmentally based.

6.5 Continue to position employee relations to offer a proactive, timely service to line managers, promote best practice, intervene early to reduce tension and conflict in the system and ensure compliance with legislative frameworks.

6.6 Establish a unified National Investigation Unit that provides a timely and efficient response and uses learning outcomes to continuously improve performance.

6.7 Develop systems to celebrate success, recognise good performance and the provision of regular feedback to staff on their work contributions.

Performance Capacity

6.8 Support managers in recognising good and poor performance and provide them with the skills to give feedback in real time/on the job on a consistent basis at individual and team levels.

6.9 Develop competence to manage poor performance in a timely and respectful manner ensuring that clear process guidance is available.

6.10 Implement approaches (including performance management and education/training) to assist leaders, managers and staff to recognise behaviour or conduct that has or is likely to have a negative impact on patient safety and/or on team colleagues and develop skills to intervene in a constructive way.

PRIORITY 7
PARTNERING

Outcome: Partnership with staff, service managers and stakeholders effectively developed and managed to add value and support the delivery of safer better healthcare for local communities driving change and improving the client experience.

What We Will Do

Partnering with Staff, Service Users and Local Communities

7.1 Position person centred care and continuous quality improvements as a priority for all staff and teams enabled by leadership and learning and development supports.

7.2 Ensure leaders and staff have the skills to engage with service users as equal partners and local communities in the co-design, development and evaluation of services taking a joined up approach.

7.3 Support staff to utilise service user experience and feedback to enable cultural change and drive innovation and quality improvements.

7.4 Recognise our corporate social responsibility and public service ethos through initiatives that support staff as citizens and add value to local communities.

Partnering with Stakeholders

7.5 Develop HR as a respected and equal business partner at strategic and service delivery unit level throughout the system.

7.6 Agree a collaborative approach with staff and their representative associations to support the delivery of this *Strategy*.

7.7 Develop relationships with key external stakeholders including professional and accreditation bodies to progress organisational goals.

7.8 Continue to improve working relationships with Trade Union partners to create a workplace culture and environment based on best practice and compliance with negotiated agreements.

7.9 Increase our interaction with key stakeholders at national level including key health and social care agencies, the Department of Health, the Department of Expenditure & Reform and the Oireachtas on matters of policy alignment, shared learning, budget planning and management, and information reporting.

Partnering with Service Providers

7.10 Ensure our governing and commissioning standards and processes are explicit and designed to ensure best possible outcomes for service users and customers and are subject to ongoing review and evaluation.

7.11 Improve organisational capacity to commission effectively, utilising system and specialist knowledge, enhancing our partnerships with service providers.

7.12 Build on relationships with academic and other external providers to continually improve HR standards and practice in line with new developments and research.

Outcome: HR Services designed to create value, enhance people capacity and positioned to deliver organisational priorities.

What We Will Do

HR Delivery Model and Structure

8.1 Define the role and develop the HR Delivery Model to support service and business needs and provide professional HR Services that are technically competent and strive for excellence.

8.2 Build and develop the HR Structure to support service and business needs, and prioritise frontline HR Services by creating a senior HR business partner role in each Hospital Group, Community Healthcare Organisation (CHO) and in the National Ambulance Service (NAS).

8.3 Define and communicate the corporate HR offering to the system to meet organisational goals and front line service requirements aligned to performance accountability arrangements.

8.4 Ensure HR is anticipating service needs and helping to shape service delivery at all levels as well as responding to the operational needs of the business in a timely, supportive manner.

8.5 Develop a strong customer service focus within HR to respond in a consistent and efficient manner to the needs of service managers and staff.

8.6 Clarify the HR elements of the shared services operating model, processes and customer relationship between Health Business Services (HBS) and HR to optimise outcomes.

8.7 Quantify the direct HR spend and ensure it is targeted to maximise return on investment.

HR Processes

8.8 Review HR Policies, Procedures, Protocols and Guidelines (PPPGs) to ensure that they reflect best practice in line with legislative/regulatory requirements, professional standards, compliance with staff/national agreements and European Directives, and monitor consistent implementation.

8.9 Ensure optimum transactional efficiency is achieved by working with the HBS to improve current outcomes in support of the delivery system.

8.10 Work with HBS to specifically address the responsiveness of the recruitment process to add pace to the timeline between approval and appointment including the establishment of 'transfer' panels.

8.11 Utilise Lean Process Mapping to ensure all HBS systems that are aligned to HR are robust, effective, cost efficient and demonstrate value for money.
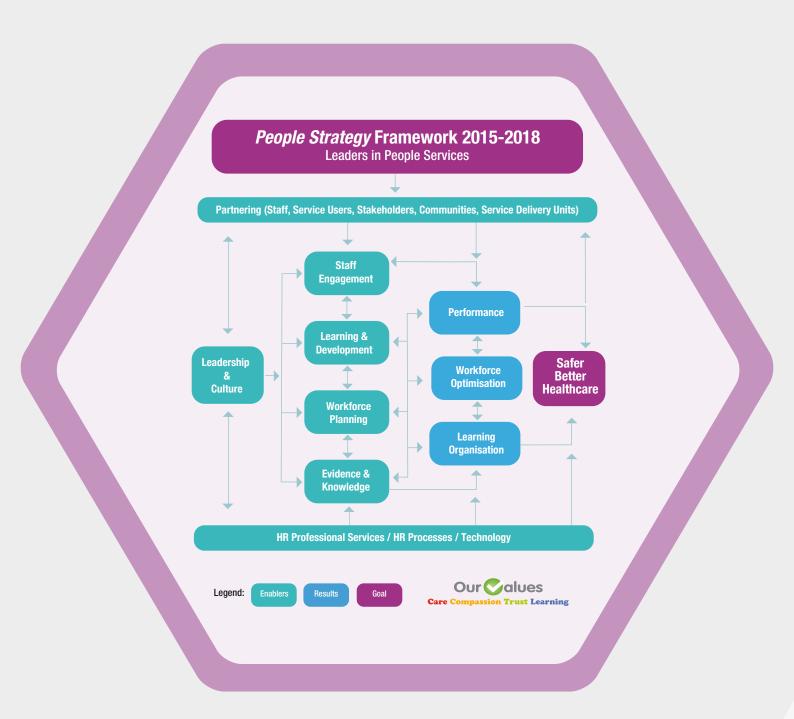
HR Profession

8.12 Achieve *Excellence Through People Accreditation* for the HR Service.

8.13 Progress the achievement of professional registration for existing HR staff (CIPD membership) and seek registration as a recruitment criteria for new staff.

8.14 Commence leadership development with the Senior HR Leadership Team and develop professional learning and development opportunities for all HR staff using a range of methodologies.

8.15 Up-skill HR professionals with the skills they need to act as business partners and technical experts to support line managers particularly in relation to employee relations, manpower planning, change management etc.

e-Human Resource Management (e-HRM) & Technology

8.16 Develop an **e-HRM Strategy** to harness ICT and technology to improve administration, transactions and process performance in the context of the *People Strategy*.

8.17 Use technology to be a key enabler to delivering HR services and allow HR professionals to be more strategic.

8.18 **Operational e-HRM:** Develop and harness e-HRM to maximise the contribution of automation in the management of personnel and pension records, payroll, training and development administration, and recruitment administration, e.g.,

- HR, HBS and the Office of the Chief Information Officer (CIO) will develop a plan to have an e-Personnel Record

- Develop and support plans to have an e-recruitment portal for all health jobs

- Develop and support plans to have a learning and development system to manage and record all learning activities through HSELanD.ie ensuring integration with a wider e-HRM Platform including SAP and other HR Management Information Systems

- Enable and support the further roll-out of e-Time and Attendance and e-rostering

8.19 **Relational e-HRM:** Develop and harness e-HRM to support service delivery units and processes in talent management, staff banks, change management, training, performance management, e.g.,

- Change-Hub to support change management (see www.hseland.ie)

- e-learning and shared learning

- e-recruitment

- employee and management self-service

- Support the creation of HR dashboards in organisational and workforce monitoring, planning and performance

8.20 **Transformational e-HRM:** Develop and harness e-HRM to support strategic HR activities in knowledge management, strategic change management and communications.

8.21 Work with the Communications Division to develop an evidence based and end user-focused approach to the development of transformational e-HRM that is integrated and aligned with the organisation's *Digital Communications Strategy.*

People Strategy Framework 2015-2018
Leaders in People Services

Partnering (Staff, Service Users, Stakeholders, Communities, Service Delivery Units)

Staff Engagement

Learning & Development

Leadership & Culture

Workforce Planning

Evidence & Knowledge

Performance

Workforce Optimisation

Safer Better Healthcare

Learning Organisation

HR Professional Services / HR Processes / Technology

Legend: Enablers Results Goal

Our Values
Care Compassion Trust Learning

List of Abbreviations

BI	Business Intelligence
CHO	Community Healthcare Organisation
CIO	Chief Information Officer
CIPD	Chartered Institute of Personnel and Development
e-	electronic
e-HRM	e-Human Resource Management
EFQM	European Foundation for Quality Management
ERPS	Enterprise Resource Planning Service
HBS	Health Business Services
HIQA	Health Information and Quality Authority
HR	Human Resources
HSE	Health Service Executive
HSELanD	Health Services e-Learning and Development Service
ICT	Information and Communication Technology
L&D	Learning and Development
NAS	National Ambulance Service
PPPGs	Policies, Procedures, Protocols and Guidelines
SAP	Systems Applications and Products

Bibliography

Addicott, R., Maguire, D., Honeyman, M. and Jabbal, J. *Workforce planning in the NHS*. London, United Kingdom: The King's Fund; 2015. Available online from: http://www.kingsfund.org.uk/publications/workforce-planning-nhs

Chartered Institute of Personnel and Development. *Building Productive Public Sector Workplaces: Boosting HR Performance in the Public Sector*. London, United Kingdom: Chartered Institute of Personnel and Development; 2010. Available online from: http://www.cipd.co.uk/publicpolicy/policy-reports/boosting-hr-performance-public-sector.aspx

Chartered Institute of Personnel and Development. *Sustainable Organisation Performance: Business Savvy: Giving HR the Edge - Research Report - Phase 1.* London, United Kingdom: Chartered Institute of Personnel and Development; 2012. Available online from: http://www.cipd.co.uk/hr-resources/research/business-savvy-giving-hr-edge.aspx

Department of Health. *Future Health: A Strategic Framework for Reform of the Health Service 2012 - 2015.* Dublin: Department of Health; 2012. Available online from: http://health.gov.ie/blog/publications/future-health-a-strategic-framework-for-reform-of-the-health-service-2012-2015/

Department of Health. *Healthy Ireland: A framework for improved health and wellbeing 2013 - 2025.* Dublin: Department of Health; 2013. Available online from: http://health.gov.ie/blog/publications/healthy-ireland-a-framework-for-improved-health-and-wellbeing-2013-2025/

Department of Health. *Statement of Strategy 2015 - 2017*. Dublin: Department of Health; 2015. Available online from: http://health.gov.ie/blog/publications/statement-of-strategy-2015-2017/

Department of Health. *The Establishment of Hospital Groups as a transition to Independent Hospital Trusts.* Dublin: Department of Health; 2013. Available online from: http://health.gov.ie/blog/publications/the-establishment-of-hospital-groups-as-a-transition-to-independent-hospital-trusts/

Department of Health and Health Service Executive. *Securing the Future of Smaller Hospitals: A Framework for Development.* Dublin: Department of Health; 2013. Available online from: http://health.gov.ie/blog/publications/the-establishment-of-hospital-groups-as-a-transition-to-independent-hospital-trusts/

Department of Public Expenditure and Reform. *Public Service Agreement 2010 - 2014 (Croke Park Agreement).* Dublin: Department of Public Expenditure and Reform; 2010. Available online from: http://www.per.gov.ie/en/croke-park-agreement/

Department of Public Expenditure and Reform. *Public Service Stability Agreement 2013 - 2016 (The Haddington Road Agreement).* Dublin: Department of Public Expenditure and Reform; 2013. Available online from: http://www.per.gov.ie/en/haddington-road-agreement/

Department of Public Expenditure and Reform. *Public Service Stability Agreement 2013 - 2018 (The Lansdowne Road Agreement).* Dublin: Department of Public Expenditure and Reform; 2015. Available online from: http://www.per.gov.ie/

Health Information and Quality Authority. *National Standards for Safer Better Healthcare.* Cork: Health Information and Quality Authority; 2012. Available online from: http://www.hiqa.ie/standards/health/safer-better-healthcare

Health Service Executive. *Accountability Framework: Performance Accountability Framework for the Health Services (incorporated into the HSE National Service Plan 2015).* Dublin: Health Service Executive; 2015. Available online from: http://www.hse.ie/eng/services/publications/corporate/sp2015.pdf

Health Service Executive. *Have Your Say: The Health Services Employee Survey 2014 - Summary Report.* Dublin: Ipsos MRBI; 2015. Available online from: http://www.hse.ie/employeesurvey/

Health Service Executive. *Have Your Say: The Health Services Employee Survey 2014 - Report of Findings (Full Report).* Dublin: Ipsos MRBI; 2015. Available online from: http://www.hse.ie/employeesurvey/

Bibliography

Health Service Executive. Health Business Services Strategy 2014 - 2016. Dublin: Health Service Executive; 2014. Available online from: http://www.hse.ie/eng/services/Publications/HealthStrategy.pdf

Health Service Executive. Health Service Executive Corporate Plan 2015 - 2017: Building a high quality health service for a healthier Ireland. Dublin: Health Service Executive; 2015. Available online from: http://www.hse.ie/eng/services/publications/corporate/corporateplan15-17.pdf

Health Service Executive. *Healthy Ireland in the Health Services: National Implementation Plan 2015 - 2017.* Dublin: Health Service Executive; 2015. Available online from: http://www.hse.ie/eng/health/hl/hi/HIDocs/HIimplementationplanWeb.pdf

Health Service Executive. *Performance Management in the HSE: Guidance Document.* Dublin: Health Service Executive; 2012. Available online from: http://www.hse.ie/eng/staff/Benefits_Services/Performance_Management/

Health Service Executive - Human Resources Division. *Guide to Coaching for Potential Coaches and for Potential Coaching Clients.* Dublin: Health Service Executive; 2015.

Health Service Executive - Human Resources Division. *Guide to Mentoring for Potential Mentors and for Potential Mentoring Clients.* Dublin: Health Service Executive; 2015.

Health Service Executive - Integrated Service Area Review Project Team. *Community Healthcare Organisations: Report and Recommendations of the Integrated Service Area Review Group.* Dublin: Health Service Executive; 2014. Available online from: http://www.hse.ie/eng/services/publications/corporate/CHOReport.html

Health Service Executive - National Human Resources. *Discussion Paper: Overview for the Development of a HR Early Warning System: Process guide based on a pilot conducted in CHO Area 1 (Donegal, Sligo, Leitrim, Cavan, Monaghan).* Dublin: Health Service Executive; 2015.

Health Service Executive - National Human Resources. *Draft Paper: Creating a Positive Work Environment: A Line Manager Guide to Conflict Management and creating a Positive Work Environment.* Dublin: Health Service Executive; 2015.

Health Service Executive - National Human Resources. *Human Resource Management in the Public Health Sector: HR Proposition and the Next Practical Steps.* Dublin: Health Service Executive; 2013.

Health Service Executive - National Human Resources. *Human Resource Management in the Public Health Sector: Reforming, re-shaping and supporting sustainable organisation performance for the benefit of the public.* Dublin: Health Service Executive; 2012.

Health Service Executive - Office of the Chief Information Officer. *Knowledge & Information Strategy: Delivering the Benefits of eHealth in Ireland (Version 1.47).* Dublin: Health Service Executive; 2015. Available online from: http://www.ehealthireland.ie/Knowledge-Information-Plan/Knowledge-and-Information-Plan.pdf

Health Service Executive - Organisation Development and Design. I*mproving Our Services: A Users' Guide to Managing Change in the Health Service Executive.* Kells, Co. Meath: Health Service Executive; 2008. Available online from: http://hse.ie/eng/staff/Resources/cmr/

Health Service Executive - Quality Improvement Division. *Framework for Improving Quality in our Health Service.* Dublin: Health Service; 2015.

Holley, N. *HR Models - lessons from: best practice.* Reading, United Kingdom: Henley Business School; 2009. Available online from: www.henley.reading.ac.uk

Jackson, S. *Using the EFQM Excellence Model within Healthcare: A Practical Guide to Success.* West Sussex, United Kingdom: Kingsham Press; 2001.

Long, M. *"Human Capital Management." What is Human Resource, 29 May 2015.* Web. 29 May 2015. <http://www.whatishumanresource.com/human-capital-management>

Bibliography

Massie, S. *Talent management: Developing leadership not just leaders. London, United Kingdom: The King's Fund; 2015.* Available online from: http://www.kingsfund.org.uk/publications/talent-management

National Health Service. *Leadership Development - Staff Engagement - Listening into Action.* United Kingdom: National Health Service. Available online from: http://www.listeningintoaction.co.uk/

National Health Service - National Clinical Assessment Service. *Handling concerns about a practitioner's behaviour and conduct: An NCAS good practice guide.* United Kingdom: National Health Service; 2012. Available online from: http://www.ncas.nhs.uk/resources/handling-concerns-about-a-practitioners-behaviour-and-conduct/

National Health Service Scotland. *Everyone Matters: 2020 Workforce Vision.* Scotland: National Health Service; 2013. Available online from: http://www.workforcevision.scot.nhs.uk

Neill, K. (ed). *Patient-centred leadership: Rediscovering our purpose.* London, United Kingdom: The King's Fund; 2013. Available online from: http://www.kingsfund.org.uk/publications/patient-centred-leadership

Purcell, J., Kinnie, N., Hutchinson, S., Rayton, B. and Swart, J. *Understanding the people and performance link: unlocking the black box*. London, United Kingdom: Chartered Institute of Personnel and Development; 2013.

Stahr, H., Bulman, B. and Stead, M. (eds). *The Excellence Model in the Health Sector: Sharing Good Practice.* West Sussex, United Kingdom: Kingsham Press; 2000.

The British Quality Foundation. *The Model in Practice 2: Using the EFQM Excellence Model to Deliver Continuous Improvement.* London, United Kingdom: The British Quality Foundation; 2002.

The King's Fund. *Leadership and Engagement for Improvement in the NHS: Together we can.* London, United Kingdom: The King's Fund; 2012. Available online from: http://www.kingsfund.org.uk/publications/leadership-engagement-for-improvement-nhs/

The King's Fund. *Staff engagement: Six building blocks for harnessing the creativity and enthusiasm of NHS staff.* London, United Kingdom: The King's Fund; 2015. Available online from: http://www.kingsfund.org.uk/publications/staff-engagement

Timmins, N. *The practice of system leadership: Being comfortable with chaos.* London, United Kingdom: The King's Fund; 2015. Available online from: http://www.kingsfund.org.uk/publications/practice-system-leadership

Ulrich, D. (2005). *The HR Value Proposition (PowerPoint slides).* Available online from: http://www.hrinz.org.nz/archive/conference05/papers/Keynote-DUlrich.pdf

Ulrich, D., Younger, J. and Brockbank, W. *The Twenty-First Century HR Organization.* Human Resource Management, Winter 2008, Vol. 47(4), 829-850. Available online from: http://www.interscience.wiley.com

Vogelsang, J., Townsend, M., Minahan, M., Jamieson, D., Vogel, J., Viets, A., Royal, C. and Valek, L. (eds). *Handbook for Strategic HR: Best Practices in Organization Development from the OD Network.* USA: The Organizational Development Network; 2013.

West, M., Eckert, R., Steward, K. and Pasmore, B. *Developing collective leadership for health care.* London, United Kingdom: The King's Fund; 2014. Available online from: http://www.kingsfund.org.uk/publications/developing-collective-leadership-health-care