



National HR Report

June, 2017

HSE National HR Directorate

Leaders in People Services

Health Service Leadership Academy (Action 1.3)

Establishing the Health Service Leadership Academy is a key action in the Health Service People Strategy 2015 to 2018. The Leadership Academy will develop the leadership our patients, carers, service users and communities deserve by supporting leaders at every level in health and across every sector in healthcare.

The evidence is clear; better leadership leads to more engaged staff which leads to safer more compassionate care. By developing our leaders at all levels we create the opportunity for our health service to be more efficient, more effective, more creative and responsive to changing needs, and to deliver a high quality, safe and compassionate service.

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

Leadership Programmes – Applications Invited

In June applications were invited for Leading Care I and Leading Care II which are the first in a suite of programmes that will be offered through the Academy. They leverage the content of two flagship programmes developed by the NHS which are now being adopted by international health systems and other industries around the globe. We have obtained these two award winning programmes and have adapted them for the Irish context.

Both programmes use a blended learning experience to enable people to collaborate and share, listen and build trust, to challenge and to experiment to make sure they have the courage to take considered risks and understand and develop their leadership impact.

Leading Care I is a 12 month programme which has been specifically designed to develop and challenge senior leaders. Designed with National and International experts in health and organisational performance, the programme offers support and learning to build personal resilience, confidence and capabilities.

The first cohort of Leading Care I will start in October this year.

Leading Care II is a Masters level programme* for those who are looking for development and stimulation to rapidly improve their service and enhance their leadership capability. The first cohort of this two year programme will start in October this year. *Subject to Validation.

The closing date for applications for both programmes is the **14th July 2017 at 5:00 p.m.**

More information about both programmes and how to apply is available on www.hse.ie/leadershipacademy.

Effective Representation Programme (Action 1.5)

The recruitment process is completed for the two new HSCP development posts for the National HSCP office. These posts will assist the National HSCP office in delivering on 1.5 of the People Strategy by engaging the breadth of HSCP and supporting them to bring their considerable skills and talents to bear more fully in design and planning of services and leading change, innovation and quality improvement.

Organisation Development Strategy for Community Healthcare Organisations 2017-2020

The draft strategy document will go before the CHO Steering Group for comment /approval in July (draft document attached at *Appendix 1*).

How the strategy was developed

The CHO Organisation Development Strategy is guided by:

- HSE Corporate Plan (2015-2017)
- HSE People Strategy (2015-2018)
- CHO Report (2014)

Consultation Process

- The OD&D Lead held a series of meetings with the CHO Chief Officers in 2016 to discuss their Organisation Development requirements.
- As an outcome of the process with the Chief Officers, the OD&D Lead was asked to meet with each of the CHO senior management teams in their respective locations in conjunction with facilitation of two cross CHO senior management team meetings for the purpose of orientation, networking and team building.
- The data gathered in the consultation exercises informed a set of priorities which will shape Organisation Development action plans for each CHO.

CHO Organisation Development Priorities

- Building Leadership & Organisation Change Capacity
- Service Delivery Improvement and System Reform
- Staff and Service User Engagement
- Focus on Quality, Efficiency and Performance

Leadership Culture (Action 1.11)

Leadership Academy

Work continues on the reviews/development/redesign of Leaders in Management, Management Development, People Management the Legal Framework, First Time Managers and Clerical Administration Programmes.

Leaders in Management

- The Leaders in Management programme in CHO1 continues this month with Project Proposals being submitted by participants. The CHO 1 Reference Group met to review the course to date and review progress. The CHO 2 CO and Saolta CEO met with LETD to plan for the role out and sponsorship of another Leaders in Management programme. This resulted in setting up a Reference Group and agreeing the target group and plans for launching the programme in their area.
- LETD is making plans to run the Leaders in Management programme for the RCSI Hospitals/CHO 8/ CHO DNCC due to commence in Autumn 2017. Thelma Pentony is the Programme Coordinator for this programme and development of the project plan for its delivery is underway. The Local Reference Group is also being formed. Trainers from LETD DNE have been involved in the development of the Leaders in Management programme (Nuala Flynn and Thelma Pentony) in its delivery in CHO 1 (Veronica Hanlon and Thelma Pentony) and in supporting the Action Learning Sets.

First Time Managers

- Twenty three participants completed the programme in May 2017.

Clerical Administration Officer Development Programme

- Twenty completed a programme in May 2017.

Supervision Programme

Professional Supervision

- One trainer organising and delivering three programmes jointly with TUSLA.
- Supervision refresher training - one trainer delivering three programmes jointly with TUSLA.
- Supervisee training - one trainer organising and delivering one programme.
- Professional Supervision E-learning (HSELand) - one trainer (Nuala Flynn) was involved in development and working with Jackie Reed (HSCP).

Clinical Supervision Training for Nurses and Midwives

- One trainer supporting the programme by delivering module on group facilitation.

Coaching

- Coaching for Managers - three trainers are planning the next three programmes.
- One to one - trainers provide nine sessions.
- The photograph shows the recent nine attendees who completed the programme in May 2017.

Mentoring for New Staff

- Two trainers are developing a mentoring programme for new staff in Palliative Care Services.

Enhancing Teamwork

- One trainer is involved in delivering this programme. Work ongoing delivering the programme.

In June in HSE South training programmes were held in:

- People Management the Legal Framework
- First Time Managers Programme
- Coaching Skills for Managers
- Induction
- Mid Career Planning

In addition the CHO 4 leadership team engaged in a Coaching Conversations workshop which is a core support to performance agenda. The LETD Centre in Cork facilitated a large number of CHO 4 commissioned service initiatives e.g. Resilience training for Mental Health Service, Strategic Planning CHO 4.

Team development and systemic practice support processes (1:1 team sessions) were provided to four services.

Preventative Measures in relation to bullying and harassment in the workplace (*Actions 1.14, 2.13*)

An engagement meeting between DEI and the Senior HR managers in the HSE was held to support the preventative measures for bullying and harassment in the workplace training initiative. "Managing for A Positive Workplace for All" training was delivered to HR Managers for all CHO Areas and Hospital Groups and Corporate HR Leaders by DRCC in Dr Steevens' Hospital with view to further roll out now that pilot has been delivered in 6 sites. Evaluative data from the pilot demonstrates that this programme has significant value for managers in

creating a positive and engaged workforce, and in giving managers the skills to resolve conflict at the earliest possible stage, thereby preventing escalation to formal processes.

Training Activities and Training Review (Actions 1.14 & 3.1)

The Equality Officers in the DEI team continue to deliver modules as components of training such as First Time Managers programme, and standalone modules on diversity related issues. A proposal has been developed to standardise the diversity and equality messages across all internal training and the Equality Officers have been working to this agenda. A workshop is planned to bring all internal stakeholders who may be involved in aspects of diversity and equality training together to identify best practice and move towards consistent delivery.

HR Communication Event – Friday, 28th July

HR Communication Event will take place on Friday, 28th July to review our People Strategy and share our Implementation Plans for Qtr 4 2017 and Qtr 1 2018. We also want to acknowledge our front line staff and have invited nominations of extraordinary work of a colleague(s) to (caroline.smith@hse.ie).

HR Twitter (Action 2.3)

For current HR News and *People Strategy* developments, please follow us on (@HSE_HR) – twitter.

Engagement Event - Nurses & Midwives 29th June, 2017 (Action 2.4)

Following on from the successful engagement event with Nurses and Midwives on 12th May and guided by the People Strategy, another networking event occurred with Nurses and Midwives in Tullamore on 29th June. Shared discussion generated themes together. Due to the positivity and interest generated, HSE HR facilitated the event to:

- Share themes generated from the inaugural event
- Co-create a shared purpose and implementation framework
- Co-design a name for this important hub network

Staff Engagement Forum (Action 2.5)

The National Staff Engagement Forum took place on 19th June and is now in existence for one year.

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

We are looking for new members to continually reflect the staff voice. If interested in taking part, please email Eileen.fahy@hse.ie as soon as possible. Next meeting is taking place in September.

Workplace Health & Wellbeing Unit (Action. 2.6)

Occupational Health Services

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

New national standards for quality and safety in Occupational Health Services were launched at the conference. Occupational Health Teams provide medical and nursing expertise on fitness for work, advice on workplace adjustments, prevention of ill health and promotion of health and wellbeing. They play a key role in rehabilitation by advising on optional treatment strategies, early intervention and timely return to work for healthcare workers.

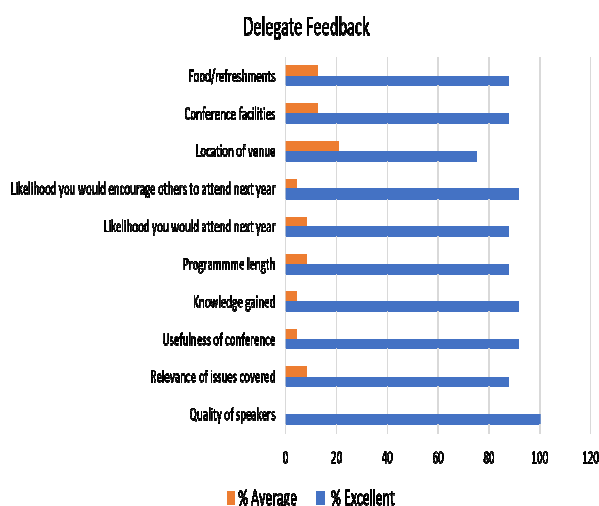
Overall Feedback

All respondents (100%) rated the speakers as excellent. While many (92%) selected excellent in the 'areas of knowledge gained' and 'usefulness of the conference' and said they would encourage others to attend next year.

88% of respondents said they would likely attend next year and marked the relevance of the issues covered and length of conference as excellent.

Suggestions for improvements

Location of the conference to be moved around the country, text on slides was either too small or unclear making it difficult to follow / read.



Health & Safety

The following documentation was reviewed, updated and published on the website:

- Risk Assessment Form
- Level 1 Audit Tool Kit

Health & Safety May activity is attached at *Appendix 2*.

NHSF Information sessions are planned for June 2017. H&S information sessions are designed to assist managers in implementing an effective health & safety management programme. Booking an information session (min attendance 20 managers), can be done through Kathleen O'Hanlon at Kathleen.OHanlon@hse.ie.

EAP

EAP counsellors attended clinics and provided one-to-one counselling services to staff and responded to critical incidents along with the following activities below;

1. Case management meetings with external affiliate counsellors.
2. Participated in the Consultation Process for Health Workplace Framework. (Healthy Ireland)
3. Participated in the Standards for Employee Assistance Programmes Meeting
4. Consultation with Director of Nursing Mental Health re support for staff
5. Meeting with the National Major Emergency Planning Team to develop linkages and EAP involvement on local teams to ensure activation of EAP response to staff during Critical Incident and activation of MEP locally.
6. Made contact with the Chair of Health & Wellbeing Committee in Two Hospitals
7. Work on CISM leaflets
8. Progressed development of Manager information training/briefing re CISM
9. Meeting with Estates regarding location EAP premises in Mullingar
10. Future Leaders Programme - Poster Presentation and awards day
11. CISM Network Ireland Workshop on Workpositive CI
12. Meeting re Workpositive CI with the HSW, SCA, H&S Authority regarding launch and rollout of Workpositive CI
13. WHWU Conference
14. Monthly meeting of National HSE EAP Steering Group
15. Meeting with AND HR
16. Attending CISM Network Ireland meeting
17. WHWU Executive monthly meeting

Attended Keltoy (Addiction Services) training day on Trauma.

Staff Commitment (Action 2.8)

Staff Survey

- Request received to jointly facilitate one session for CHO 8.

Final Journeys

- One Trainer continuing to provide support.

Action Learning Sets

- Two Trainers are supporting the Diversity and Inclusion Project - Managing for a Positive Workplace.

Equality Officers Advisory Function (Action 2.9)

The advisory role of the Equality officers continues with resource being provided to a review of HSE and Care Provider arrangements with HSE Service User post Equality Tribunal Hearing, and advisory services on equality legislation/related issues as required by line managers, including operational policies and procedures.

Intern programme for people with Intellectual Disability (Action 2.9)

The DEI team are developing a project proposal for an Internship bridging programme in the HSE for people with intellectual disabilities. This will support the development of skills needed for participation in vocational training or employment. The programme will partner with internal stakeholders from the HSE and external partners from other Departments and agencies, Education Training Boards and ISME. The National steering group for this project has met and a draft project proposal has been submitted for review and endorsement by the group. The next steering group meeting is scheduled for July. The draft proposal has been reviewed and endorsed by the HSE's Disability Action Group which met in June.

DEIS Schools - HSE Career Days (Actions 2.9 & 7.4)

A programme for HSE career days is currently being designed by the HR DEI team. Contact has been made with a number of DEIS schools across the country through Transition Year Coordinators. The purpose of the school-based events is to bring career planning to students who may not have considered careers in the HSE in the past, thereby increasing the pipeline of a diverse workforce. The events will be hosted in the autumn across a number of DEIS designated secondary schools to transition year students and their career guidance teachers. The career days will provide an opportunity for the HSE to present the various employment opportunities that exist within the organisation. The career days will have speakers from all staff groupings within the HSE talking about their experiences and services. The goal is to highlight the organisation as a prospective employer of choice for our future diverse workforce.

Irish Sign Language Programme (Action 2.4 & 2.9)

The 15 weeks Irish Sign Language (ISL) programmes in Dublin, Cork, Galway and Letterkenny, Donegal are now complete. The examination has taken place recently for the participants. The programme and examination was delivered by the Irish Deaf Society (IDS) with HSE DEI. The award of Quality Qualification Ireland (QQI) Level three certificates will be made shortly. The next steps and future plans for ISL programme for HSE staff is being considered by the DEI team. With this in mind, we are planning to participate in the national ISL Awareness Week, organised by the IDS in September.

DEI Repository Website (Action 2.9)

DEI is working with HSE IT on creating and developing DEI webpage on the HSE website, including repository resources on disability, LGBTI, women in leadership and travellers engagement in the workforce. It is aimed to provide support for shared knowledge and understanding on the importance of diversity, equality and inclusion in the workplace among HSE workforce. It is anticipated that it would be available and up and running in autumn 2017.

Diversity Recruitment Guide (Action 2.9)

DEI team is currently developing a guide on diversity recruitment to support the local management within the HSE. The purpose of the guide is to provide information to managers on processes that support diverse applicants, candidates and employees. Wider expert advisory consultation is being organised to assist DEI team to advance the development of the guide with view of finalising the draft in Autumn 2017.

Irish Sign Language Interpreters Panel Guide (Action 2.9)

The work on development of a guide on ISL interpreters' panel is progressing that would support the inclusion and participation of deaf and hard of hearing staff working in HSE through the use of ISL interpreters for future career progression training, meetings and conference with guided advice on the best use of interpreters and the process and policies.

Ongoing engagement with the Disability Monitoring Committee, Department of Health (Action 2.9)

Ongoing liaison and communication with the Department of Health continues and the return for the census of people with a disability employed by the HSE was submitted in June 2017.

HSE and Health Services LGBTI Network Launch, 21st June (Actions 2.4 & 2.9)

The launch of the HSE and health services LGBTI Network for employees was held on 21st June in Dr. Steevens' Hospital, as part of Pride celebrations and it was a truly memorable day. The event was launched by the Director General, Tony O'Brien. Speakers included Bernie O'Connor, ESB, who spoke about the ESB's experience of forming a network and the importance of the role of Allies and Bernardine Quinn from Dundalk Outcomers who presented on the lived experience. Patrick Lynch, National Director QAV chaired the event, and a consultation process began to identify the needs of the LGBTI community in the HSE. Rosarii Mannion, National Director of HR closed the event, emphasizing the importance of a diverse and inclusive workplace. There were over 60 attendees of the event, and a more detailed plan will follow in the coming weeks, supported by a steering group.

Health Voices Choir

Following on from the successful Christmas single, The Health Voices Choir raised €17,000 in aid of Pieta House. A presentation of the cheque to Ms. Cindy O'Connor from Pieta House took place on Friday 23rd June. A sincere congratulations and thanks to members of the Health Voices Choir and all who supported this worthy cause.

Health Service Excellence Awards 2017 (Action 2.13.1)

The Health Service Excellence Awards will launch in July 2017. The Health Service Excellence Awards is an annual event. Establishing the Awards on this basis makes the event a sustainable recognised brand on the HSE calendar and will assist with employee engagement. The Awards are open to all staff working in the Public Health system.

The aim of the Health Service Excellence Awards 2017 is to encourage and inspire people to develop better services that result in easier access and high quality care for patients and to promote pride among staff in relation to our services. The Awards also aim to highlight the many achievements that take place across a range of staff groups and teams, services and locations, so that we can celebrate success and promote shared learning for the benefit of other services.

Learning and Development Plan – Professional Supervision for HSCPs (Action 3.1)

A provider has been selected who will work with the National HSCP Office in developing a generic training programme in professional supervision; following which trainers will be selected and trained as trainers to deliver the supervision programme.

Project Search Interns - KARE

Our current Project Search Interns - KARE graduated from the Internship Programme on the 22nd June.

Learning & Development Planning (Action 3.6)

- **Quarter 3 2017 Plan** is being developed for requests in relation to Dignity at Work (DNCC, CHO Area 8, Louth Home Support, Connolly Hospital, NMPDU Master class Series), Trust in Care (Connolly Hospital), Attendance Management (Connolly Hospital) Group Facilitation (TUSLA, DNCC, Mental Health), Belbin (3 teams in DNCC), Presentation Skills for Conferences (NMPDU) and Minute Taking.
- **Effective Meetings** - 19 attended from Primary Care Network Coordinators.
- **Court Room Skills** - Request received from Louth Disability Services and one off training session to be provided by John Kelly in Byrne Wallace Solicitors as part of their HSE contract.

Coaching Skills for Managers

June 2017 saw the inaugural delivery of the Coaching Skills for Managers course in the West. This is a two-day programme with its aims being to equip participants with an understanding and knowledge of how they can apply coaching skills in the workplace.

The photo below includes participants and the two LETD trainers Anne Marie Frizzell and Elaine O'Doherty. Participants included managers from CHO1, Saolta Hospital Group, HBS and the NMPDU.

Managing Attendance Four workshops were held in Letterkenny, Sligo and Mayo on Attendance management and enabling managers to conduct return to work interviews.

The Support Contact Person Service in Galway met in June. LETD facilitated this workshop with a focus on wellbeing and key skills for their service.

HSELand (Actions 3.1, 3.3, 3.13 & 3.19)

Future Health Summit 2017

HSELand Team Members Tony Liston, Pat Kenny together with Maureen Murphy from Aurion Learning Ltd participated at the Future Health Summit at City West Hotel, Dublin on 24th and 25th May, with a multi-media stand as exhibitors and also presented at the World Café Nursing Summit on the topic of resilience. Significant interest in the work being undertaken by HSELand and the opportunities that it offers across the Irish Healthcare System was expressed by many who visited the HSELand stand. This event has in previous years been the genesis for a range of HSELand developments. We expect the 2017 event will also generate such opportunity.

Change Hub Signs Up 10,000th Member

We are pleased to announce that the Change Hub has enrolled its 10,000th member. The Change is one of 14 collaborative learning hubs on HSELand and contains practical tools for planning, managing and sustaining service improvement, the shared experience of colleagues, collaborative document sharing and discussion facilities, as well as a host of learning resources and supports. Based on the HSE Change Model, the Change Hub supports all staff to gain the knowledge, skills and confidence to approach change in a way that improves the prospect of a good outcome for all involved.

New Programmes and Learning Resources on HSELand

Many new e-learning programmes and hubs are currently under development.

In addition to a range of clinical programmes a recent non clinical programme developed in conjunction with OoCIO SME's may be of interest to HR colleagues and is now live on HSELand.

Good Information Practices Learning Programme - a new online learning programme for all HSE employees has been launched to help learners gather, handle and dispose of restricted and confidential information in line with HSE policies, regulations, good practice and legal requirements.

In addition a new Nursing Hub and Induction Hub are currently under development. Input will be sought from across a range of services especially HR during the development of the Induction Hub. The development will be project managed by Tony Liston and the HSELand team and once live, the Induction Hub will be managed from within Leadership Education & Talent Development. A short Dignity at Work E-Learning programme is also being scripted and developed in house using Articulate Storyline 2 and Videoscribe software and will soon be available for preliminary review.

Workforce Planning – HSCP (Action 4.4)

Over 80 students studying clinical measurement science, occupational therapy, physiotherapy, radiography, speech and language therapy, social care, social work, podiatry, medical physics, and medical science attended the annual Student to Practitioner event in Dublin on 8th June, 2017. Now in its fifth year in this format, the day consists of two main workshops:

Transfer of Skills from college to workplace, a reflective workshop focuses on

- (i) how to bring the college experience to the workplace
- (ii) assists in the development of strategies for management in the workplace, and
- (iii) how to maintain skills while waiting for a job.

Gaining the Edge examines:

- (i) the types of recruitment processes, i.e. CVs, application forms and shortlisting,
- (ii) how people think about themselves and
- (iii) how to market themselves.

It also provides students with an opportunity to meet representatives from CORU (the regulator) Professional and other representative bodies and CPD Officers. The workshops are facilitated by HSE staff drawn from HR, National HSCP Office, therapy managers and professional bodies.

National Doctors Training and Planning has moved offices. The team were previously located in two separate buildings so being able to all work from a single location is a welcome development. NDTP is now based in Block 9E Sancton Wood Building, Heuston South Quarter, Saint John's Road West, Dublin 8. Our telephone numbers have all changed and a full list of all our new contact details is available here:

http://www.hse.ie/eng/staff/Leadership_Education_Development/MET/contact/

Our People/Our Workforce - Public Health Service - 2016

Pay & Staffing Strategy 2016

The employment control framework for the Health Sector, primarily based on a general moratorium on recruitment and promotion, in place since March 2009, was formally rescinded on the 28th July 2016. It was replaced with a Pay and Staffing Strategy framework. The key focus of this strategy is one of operating within pay allocations and affordability *“to consolidate and achieve further efficiencies in the cost base of the Health Sector, while allowing managers the flexibility to better manage and enhance health services within their financial allocations. The focus moves away from cuts and onto cost management, containment, reform and efficiency”*. Delegated sanction for recruitment decisions has been provided in respect of all grades, with the exception of new senior management posts, thus allowing for greater recruitment flexibility. This change in policy also allows for the substitution of more expensive agency or overtime with direct employment in-line with service demands. The strategy is underpinned by annual funded workforce plans and operates in the context of the Performance Accountability Framework (PAF).

Main Points/Key Features in Summary – end of December 2016 Workforce Position

- The number of public health service staff has recovered over the period since October 2013 with employment at 107,085 WTEs or 122,981 individuals by December 2016. In summary, during the course of 2016 staffing increased by 3.1% (+3,201 WTE) or 10.6% (+10,231) since October 2013.
- Staffing in all service areas showed increases in 2016 with Acute and Community Services both increasing by 3%. All staff categories, with the exception of support, showed an increase in 2016. The period since Oct 2013 has seen skills-mix changes with the proportion of Medical (+1,438 WTE), Health & Social Care (+2,210) and Care (+3,311) staff all rising, while Nursing (+1,817) and Support (-222) fell in proportionate terms. Management Admin grew by 1,678 WTE since Oct 13. At 31 Dec 16 (*Oct 13 in brackets*), the ratio of Clinical to non-clinical staff was 1:0.64 (*0.66*); Front-line to Support 1:0.33 (*0.31*); Consultants to NCHDs 1: 1.96 (*2.12*); Nurse Manager to Staff Nurse 1: 3.4 (*3.9*) Nursing to Care 1: 1.55 (*1.69*).
- 85.9% of staff hold permanent contracts (ranging from 34% in Medical to 94.9% in Nursing). October 13 rates was 88.3% reflecting recent recruitment and length of services changes.
- 68.6% of staff work full-time (ranging from 86.7% in Medical to 64.0% in Support & Care grades). *In October 2013 the rate was 66.6%. Information in this format is not available pre-2011.*
- The public health service is not a single employer, nonetheless, the adjusted 2016 turnover rate is 6.5% (excludes certain posts categorised as training posts including NCHDs and student nurses on clinical placement).
- Core pay (as a proportion of the total) fell from 74.8% to 72.6% (2013 to 2016); superannuation rose from 10.2% to 11.3% over the same period. Overtime/ on-call accounts for 4.4% of the total (unchanged since 2013), while agency is up from 3.9% to 4.7%. Total pay was €7,258.2 M in 2016 (+5.9% over 2013).

- 21% of staff are over 55 years, with an average age of 44.6 years (*figures are HSE only*)
- The 2016 national absence rate was 4.6% (up from 4.2% in 2015) with 87.3% medically certified. Using DPER methodology, the notional cost was €174.6 million in 2016.
- 90.1% of staff are recorded as holding Irish Nationality (NCHDs 54%; Staff Nurse 84.3%)
- 79% of staff are female (*80% in October 2013 & 79% at September 2007*) with rates of 22% in Ambulance, Consultants at 39%, Medical Overall 50% and Nursing at 92%.

Further details are depicted in the accompanying charts attached at *Appendix 3*.

Our people/our workforce – December 2015

Some key features as at the end of 2015 and some comparisons with employment peak at end of September 2007:

- **118,795 staff** excluding home helps with a WTE value of **103,884 WTEs** down from peak in September 2007 of 131,869 staff with a WTE value of 112,771. This represents a reduction of staff 13,074 (-9.9%) or 8,887 WTEs (-7.9%).
- Gender ratio: 77.8% female overall, relatively unchanged since September 2007 with Nursing, highest at 91.1% female, unchanged from 2014. The lowest is medical/dental at 52.3% female up from 42% in 2007 and 49% in 2014, a growing feminisation of the medical workforce. Management/admin is at 82.9%, with management grades (grades V and higher) at 72%. Health and Social Care Professionals have a female gender profile of 77.6% at the end of 2015. General Support Staff are lower at 54.4% female.
- Medical Consultants at end of 2015 were 37.5% female up from 30.3% in 2007 and 36.6% in 2014, while NCHDs were 52% female, up from 43.7% in 2007.
- Overall growth of medical consultants over this time was +19.4% (+442 WTEs) and NCHDs +17.5% (+853 WTEs). Consultants now constitute 2.62% of total workforce, up from 2.02% in 2007.
- The staff category of management/admin reduced by 2,257 WTEs or -12.25% since September 2007. Clerical officers to Grade VII make up 91.3% of this overall staff category. 1 in 78 people working in the public health services is a manager (grade VIII and higher). Their average salary in 2015 was €61,100.
- Some 32% or 38,010 staff worked less than full hours with greatest proportion in the staff category of Other Patients and Client Care at 36.7% or 8,040 staff, followed by nursing at 36% or 14,690 staff. The lowest was in Medical/Dental at 12.6% or 1,300 staff.
- Skill-mix ratio in respect of HCAs to Staff Nurses at end of 2015 was 1:1.42 up from 1:1.62 at end of September 2007 and is showing upward movement from 2014 when it was 1:1.42. In the case of the ratio of NCHDs to Nursing, this was 1:6.2 down from 1:8 respectively, a further reduction was seen from 2014 where the ratio was 1:6.5. The situation with regard

to the ratio of Consultants to NCHDs was 1:2.01 (marginally down from 2014) down from 1:2.13 in September 2007.

- Staff turnover in 2015 was 5.78% up from 5.2% in 2014. Highest turnover rate was in Health and Social Care Professionals at 8%, followed by General Support Staff at 7.95% and the lowest was in Medical/Dental at 3.55%. Nursing was at 7.14% up from 5% in 2014. Acute Hospitals had a staff turnover rate of 6.15% in 2015, slightly down on recorded turnover rate in 2014.
- National Absence rate in 2015 was 4.1% down from 4.27% in 2014 a reduction of 1.4%. Notional cost of absence was assessed at €181 million for 2015, up on 2014, despite lower rate of absence but reflecting larger health sector workforce.

Some key changes from October 2013 (with Tusla/Children and Families excluded), when recorded employment levels bottomed-out

- Overall employment grew by 7,124 WTEs or +7.4%.
- Largest percentage increases were in Other Patient and Client Care +13.95% (+2,322 WTEs), followed by Medical/Dental +12.7% (+1,052 WTEs) and Health and Social Care Professionals +11.4% (+1,493 WTEs). The three main therapy grades; Physiotherapist, Occupational Therapists and Speech and Language Therapists grew by 12.75% (+453 WTEs) during this time.
- Nursing recorded an increase of 1,338 WTEs from that time.

Some of the key changes seen in 2015 were as follows:

- Employment levels increased by 4,557 WTEs +4.59% and December 2015 was the seventeenth month in a row to record increased employment.
- Largest percentage increase was in the Staff Category of Management/Admin at +6.96% (+1,052 WTEs) followed by Health and Social Care Professionals at +6.88% (+938 WTEs).
- Medical/Dental increased by 519 WTEs; Consultants +89 WTEs and NCHDs +415 WTEs.
- Nursing increased by 1,338 WTEs from end of 2014.
- Support Staff Intern Scheme - 1,930 WTEs (2,051 staff) increased by 692 WTEs (752 staff) in 2015, where as the Nurse Graduate Programme reduced by 252 WTEs (256 staff) to 46 WTEs (49 staff).
- National Absence rate for 2015 at 4.21% is the lowest recorded level since such reporting started in 2008 and is down from 4.27% in 2014, a reduction of 1.4%

Service Employment Levels - May 2017 (Action 5.1 – 5.13)

At the end of May 2017, health services' employment stood at **108,591 WTEs**.

Attendance Management – April, 2017 (Action 5.6)

	Benchmark / Target	April 2017	% medically Certified (April 2017)
Absence Rates	3.5%	4.2%	89%

National Workplace Unit (Investigations) (Action 6.6)

ICT Business Case – Complaints Management System

Collaborative working with HSE Office of the Chief Information Officer continues in examining and evaluating potential ICT solutions for the National Human Resources Investigation/Complaints Management system as well as document management and workflow assignment.

Ethics in Public Office

The National Human Resources Workplace Relations Unit, in conjunction with HBS Recruitment, is assisting the Director General's office to administratively manage compliance with the Ethics in Public Office Legislation. All Ethics self-declaration submissions are currently being reviewed.

National Joint Council – Parallel Process

A presentation was delivered, on 15th June 2017, to the National Joint Council – Parallel Process in relation to an update on the Unit, work completed to date, and work planned for the future.

The draft suite of National Human Resources Investigation/Complaint forms was delivered on the day. All present were asked to review the draft forms and submit their feedback for 7th July 2017.

A question and answer process was engaged in with members of the National Joint Council in relation to the work of the Human Resources National Workplace Relations Unit. Significant contribution was given on the day and some very key learning points were identified.

National Standard Investigation/Complaint Forms (Draft)

A suite of draft standard National Human Resources Investigation/Complaint forms has been developed to support the management of investigations as per the appropriate policy:

- 01 HSE Trust in Care – Complaint Notification
- 02 HSE Trust in Care – Preliminary Screening Outcome
- 03 HSE Trust in Care – Investigation Request
- 01 HSE Dignity at Work – Complaint Notification
- 02 HSE Dignity at Work – Preliminary Screening Outcome
- 03 HSE Dignity at Work – Investigation Request

These forms have been developed in conjunction with the input from the HSE Employee Relations Departments who have submitted all of their current documents used in investigations as part of the “as is” process visits.

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

A User Acceptance Testing (UAT) group of 200 stakeholders have been issued with the draft forms together with an electronic on-line feedback questionnaire to record comments. Closing date for feedback is 7 July 2017. A complete evaluation of the forms will then be undertaken.

Pilot sites have been agreed to commence on 1st August 2017 for a period of two months. Following the pilot process an evaluation will take place with a view to mainstreaming the forms in Q4 2017.

National Ambulance Service

A meeting occurred with the National Ambulance Service in respect of the work of the Human Resources National Workplace Relations Unit. A plan for future engagement, over the coming months, was identified.

A demonstration of the ICT system used in the National Ambulance Service was given on the day and significant learning occurred.

Investigation Referrals

Currently there have been 183 people trained across 8 groups of programmes and these names are currently on the National Panel of Human Resources Investigators. This National Panel is administered by the National Human Resources, Workplace Relations Unit, Investigation Support Section.

All requests for investigators, in relation to participation on all Human Resources investigations, should now come via the National Human Resources Workplace Relations Unit, Investigation Support Section. There should be no staff member conducting any new Human Resources investigation unless they have been nominated by the Investigation Support Section.

DCU Anti Bullying Centre

A meeting was held, on 29th June 2017, with Dublin City University Anti Bullying Centre to discuss a 5 year Strategic Plan around developing a joint approach with the National Human Resources Workplace Relations Unit.

For more information on the National Human Resources Workplace Relations Unit, Staff Development Section, please contact:

National Human Resources Division, Workplace Relations Unit, Investigation Support Section

Email: HR.NationalInvestigationsUnit@hse.ie

HSE Coaching – External Coaching Services

Reminder that the HSE Coaching Tender *“Executive and Leadership Individual and Group Coaching in the HSE, HSE 6419”* is the agreed framework for the provision of External Coaching services. All applications for external coaching should be directed to the National Human Resources Workplace Relations Unit in the first instance who will provide the appropriate application forms and guidance on the agreed process. On receipt of a request the applicant will be asked to complete an application form. All external coaching costs will be paid by the applicant’s line manager.

External coaching can be sourced by any HSE employee by completing an application form and submitting it to the National Human Resources Workplace Relations Unit email lisam.farrelly@hse.ie

HSE Coaching Accreditation Programme

The National Human Resources Coaching Service has commenced the development of the HSE Internal National Coaching Development Programme following on from extensive research in line with the International Coach Federation (ICF) accredited coach training programmes. This research has in turn identified the most suitable internal training programme so that coaches are accredited by the Health Service Executive (HSE) on completion of same. The programme content and pathway development has commenced and in addition to this, to ensure a seamless and lean process, strong contact links have been established with ICF Headquarters going forward. The Staff Development Section envisages and hopes that the training programme will be both established and running by year end 2017.

It was established on 7th June that any of the current consignment of coaches within the HSE National Human Resources Coaching Services who are due to renew their accreditation with the International Coach Federation at year end 2017, can do so without having to progress to Professional Certified Coach (PCC) accreditation. Associate Certified Coach (ACC) credential holders can continue to renew as ACC for as long as they choose. They will, of course, need to continue attaining the 40 additional hours of continuing education and 10 hours of mentor coaching every three years.

Following on from the inaugural HSE National Human Resources Division Workplace Relations Unit, Staff Development Section, Continuous Professional Development Day (CPD) on the 18th May, current accredited Coaches who attended on the day continue to apply for their 7 CPD points.

The internal panel of accredited coaches for the HSE National Coaching Service are available to accept applications for all staff coaching. An advertisement for coaching was sent out on 7th June and will be repeated on a bi-weekly basis.

National Human Resources Workplace Relations Unit defines coaching as a growing field where coaching is increasingly recognised by individuals and organisations throughout the world. Coaching is future orientated and aims to help people bring about personal change in their lives and work, to shift their perspective, reflect on their choices and realise their individual potential.

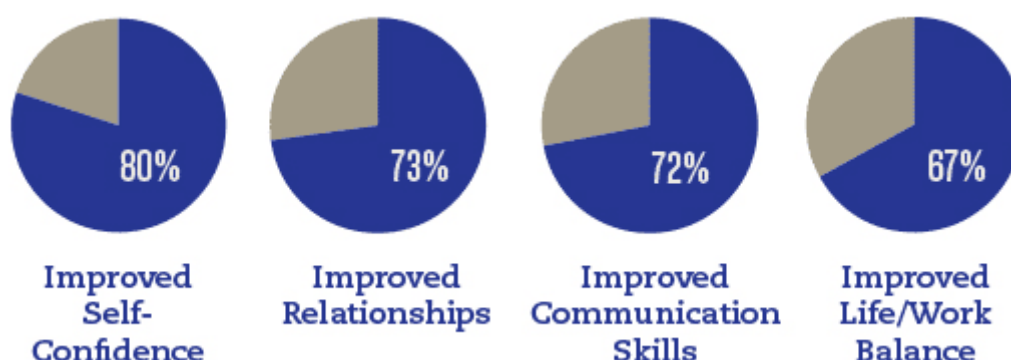
How to avail of Coaching

- Application Form completed and submitted to hr.staffdevelopment@hse.ie
- Coach assigned from Coaching Network
- Coach makes contacts with Coachee and agrees dates
- Coaching Agreement completed and signed by Coach and Coachee before Coaching commenced
- 4-6 Coaching 1:1 sessions will be held over the phone with each session lasting 1 hour max
- In limited circumstances Coaching can be completed face to face
- When Coaching ceases Coachee will be asked to complete an Evaluation Form

There are many benefits to using a Coach as outlined by International Coach Federation as 'Professional coaching brings many wonderful benefits: fresh perspectives on personal challenges, enhanced decision-making skills, greater interpersonal effectiveness, and increased confidence. And, the list does not end there. Those who undertake coaching also can expect appreciable improvement in productivity, satisfaction with life and work, and the attainment of relevant goals'.

Positive People

Building the self-confidence of employees to face challenges is critical in meeting organisational demands.



Increased Productivity

Professional coaching maximizes potential and, therefore, unlocks latent sources of productivity.



International Coaching Week – 2018

It was announced on 8th June by the International Coach Federation that International Coaching week will take place from 7th – 18th May 2018.

For more information on the National Human Resources Workplace Relations Unit, Staff Development Section, please contact: **National Human Resources Division, Workplace Relations Unit, Staff Development Section.** Email: HR.StaffDevelopment@hse.ie

Activity Update – CERS**Draft Public Service Pay Agreement**

The Draft public service pay agreement was concluded between government and public service unions on the morning of June 7th. The proposed extension to the LRA provides for pay increases of between 6.2% and 7.4% over 3 years, including the reduction of pension levy for all but those who had received fast pension accrual.

Productivity measures contained in earlier agreements such as additional hours, revised payment rates for overtime, cooperation with ongoing change, enhanced oversight processes, industrial peace clause, will continue in the new agreement.

The pay terms of the agreement are as follows:

- 1% increase of annualised salary from January 1st 2018;
- 1% increase of annualised salary on October 1st 2018;
- 1% increase of annualised salary up to €30,000 on January 1st 2019;
- 1.75% increase of annualised salary on September 1st 2019;
- 0.5% increase of annualised salary up to €32,000 on January 1st 2020;
- 2% increase of annualised salary on October 1st 2020.
- Agreement expires on December 31st 2020.

The effect of the agreement would see the extension of the current Lansdowne Road Agreement can apply from January 1st 2018 until December 31st 2020.

The provisions of the LRA, and earlier agreements as appropriate continue to apply, save where a varied by the new agreement.

The agreement contains a section regarding recruitment and retention, which is an area of particular interest in the Health Sector. The agreement notes that the public service pay commission stated that “consideration could be given to commissioning a more comprehensive examination of underlying difficulties in recruitment and retention in those sectors and employment streams where difficulties are clearly evident.”

Accordingly the parties agreed that they will be able to make submissions to the commission on this matter. The commission would conduct a comprehensive examination and analysis and would be asked to “generate options for resolving the issues identified”.

In this regard it will develop “specific methodological and analytical criteria to support the carrying out of this exercise”.

This exercise is to be completed by the end of 2018 and the agreement states that it is accepted by the parties that the output from this would not give rise to any cross sectoral pay relativities.

Currently the process of balloting members of relevant unions has begun. Specifically in respect of unions represented in the Health Sector, both IMPACT and SIPTU have recommended acceptance to their members.

The INMO have not made a final definitive position but their executive meets on June 30th to give further consideration to the proposals.

A similar situation obtains with regards to the Irish Medical Organisation.

A final result of the balloting process is unlikely before September.

Radiography Review

Management and SIPTU have resumed the process of reviewing the provisions of LCR 20232, which has been in place since the beginning of 2012 and which changed the methodology of payment for out of hours service commitments. It is anticipated that this review will conclude by October 31st 2017.

Reintroduction of time +1/6th – Social Care

Restoration of time +1/6th to nursing grades working in care of the elderly, intellectual disability and other social care areas is scheduled to occur on July 1st, providing satisfactory evidence is adduced to indicate that a process of engagement on the taking on of additional tasks, as identified in the May 2017 report has commenced.

Matters with regard to retrospection which is provided for back to September 2016 will be dealt with at a later stage following further verification processes that are provided for and outlined in the May agreement.

Department of Public Expenditure & Reform Review of the Public Service Sick Leave Scheme (Action 7.9)

Considerable progress has been made during the union consultation process and agreement has been reached on a number of issues. Any issues which remain unresolved were referred by DPER for facilitation discussions under the auspices of the Workplace Relations Commission (WRC). This facilitation process was held on 28th April and was attended by representatives from the public service unions and sectoral management. Following the WRC discussions, the management side agreed to consider revisions to its current proposals and it is intended that discussions will be reconvened shortly.

The purpose of the Review is to look at the overall effectiveness and operation of the Public Service Sick Leave Scheme to date and to assess any operational difficulties which have arisen since its introduction. However, the fundamental terms of the Scheme, such as the overall sick pay limits and the dual look back, are beyond the scope of this Review. Based on feedback from public service management and the outcome of the union consultation meetings, DPER have developed a number of recommendations to improve the operation of the Scheme in terms of cost-effectiveness, standardisation and equity.

DPER's recommendations address the operation of three key components: Temporary Rehabilitation Remuneration (TRR), the Critical Illness Protocol and the 'Look Back' period for calculating payment. The recommendations also deal with a number of other issues arising from the application of the sick pay scheme which have been raised by the sectors. It is hoped that the WRC process will resolve the outstanding issues which relate to TRR and the 'Look Back' methodology.

Circular on Injury Allowance

HSE HR Circular 13/2017, which sets out the revised arrangements governing payment of the injury allowance, has issued (http://www.hse.ie/eng/staff/Resources/HR_Circulars/HR-Circular-013-2017-re-Injury-at-Work-Allowance.html).

The Circular provides that the application of a 'degree of impairment' rating for the purposes of calculating the injury allowance payment for employees who are **temporarily incapacitated** has ceased with effect from 16th March 2017.

The unions also submitted a claim for retrospective application of the injury allowance payment and this is under review.

Work is now underway to extend the injury allowance scheme to employees who are members of the Single Scheme 2012 and who currently do not have access to this allowance. The intention is that Single Scheme members will receive equivalent benefits to those covered by the pre-existing pension schemes.

National Vetting Bureau (Children and Vulnerable Persons) Acts 2012 to 2016

Retrospective Vetting of employees

A Circular and HSE procedure in relation to retrospective vetting under Section 21 of the National Vetting Bureau (Children and Vulnerable Persons) Acts 2012 to 2016 will issue shortly. This Circular was the subject of consultation with the health service unions and incorporates their feedback.

The Act provides a statutory basis for the vetting of persons carrying out relevant work with children or vulnerable persons and prohibits any person to undertake relevant work or activities unless the organisation receives a vetting disclosure from the National Vetting Bureau of the Garda Síochána in respect of that person. The Act defines relevant work or activities as "any work or activity which is carried out by a person, a necessary and regular part of which consists mainly of the person having access to, or contact with, children or vulnerable adults".

The Act came into operation on 29th April 2016 (except for the Re-vetting provisions under Section 20 which are yet to be enacted). Section 21 of the Act provides for the retrospective vetting of employees who are carrying out "relevant work or activities" and who were **not** previously vetted. Regulations (*SI No. 223 of 2016*) provide that applications for retrospective vetting disclosures shall be made not later than **31 December 2017**.

Health service management within the services are required to identify those employees who have not previously been vetted and whose positions are deemed to come within the scope of section 21 of the Act.

Prior to requesting an employee to undergo Garda vetting in accordance with Section 21, managers are required to establish whether the employee is engaged in relevant work so that confirmation can be provided to the Bureau on the vetting application form. The Bureau have raised concerns with the HSE regarding inappropriate applications for vetting and have advised that vetting applications should only be submitted for health service positions which constitute **relevant work** as defined by the legislation.

E-Human Resource Management (e-HRM) & Technology (Action 8.18)

The HeLM (Health electronic Learning Management) Project is making steady progress. The second National Governance Group meeting took place in early June followed by the sixth meeting of the representative National Reference Group. Work is ongoing to agree standardisation of processes to be employed within the system for subsequent application nationally. Implementation work at Tallaght Hospital is due to intensify in Quarter 3 2017.

HOPE Exchange Programme 2017

HR staff supported the 2017 HOPE Exchange Programme 2017. 120 healthcare professionals from 18 European countries participated on the 2017 programme.

Story boards, videos and further details in relation to all actions outlined in this Report are available on our @HSE_HR twitter account. Our next HR monthly report will issue on the 4th August, 2017.

Rosarii Mannion
National Director Human Resources
