



**Stiúrtóra Náisiúnta  
Acmhainní Daonna**  
Feidhmeannacht na Seirbhísí,  
Sláinte Ospidéal Dr. Steevens',  
Baile Átha Cliath 8, D08 W2A8.

**National Director  
Human Resources**  
Health Service Executive,  
Dr Steevens' Hospital,  
Dublin 8, 08 W2A8

**www.hse.ie  
@hselive**  
t 01 6352319  
e nationalhr@hse.ie

Roisin Shortall T.D.

14<sup>th</sup> July, 2022

**PQ 35163/22** To ask the Minister for Health the details of all workforce planning projects completed in his Department or in the HSE; if these will be published; the details of any such projects currently underway; the timescale for completion of same; and if he will make a statement on the matter. -Róisín Shortall

Dear Deputy,

I refer to your recent parliamentary question which was sent to the HSE for response.

Workforce planning is a broad term that encompasses a range of approaches and activities within and across organisations to ensure that the workforce has the right capacity, capability, values and behaviours to deliver high quality health and social care to the population they serve. As the workforce in the HSE accounts for approximately 50% of the annual budget it is imperative that staff are deployed in the most productive way and supported to continuously seek to improve the services/care they provide.

Workforce planning approaches and activities incorporated in the HSE since its inception include, but are not limited to those that support:

- The determination of appropriate staffing to provide quality care to those who access services
- The attraction and recruitment of staff
- Staff retention and/or return
- Staff engagement
- Staff health and well being
- Staff training and development – including leadership development and specific programmes to support workforce planning
- The provision of placements and support for a variety of undergraduate and post graduate students undertaking professional programmes
- Development of clinical and non-clinical career pathways
- Development of new roles, role substitution
- The development of guidance to support change
- Development of digital people solutions to attract and on-board staff
- Development of the HR profession
- Initiatives to support Diversity, Equality and Inclusion
- National clinical programmes which develop new models of care and associated staffing as appropriate
- The development of workforce data and analytics to support organisational management and workforce planning and reporting.

Some activities are undertaken at individual organisation or Hospital Group/Community Healthcare Organisation level and others are led nationally and linked to the National Service Planning process. Some workforce planning projects are undertaken uni-professionally and



some cross discipline. Approaches are determined by the resources and expertise available for example, medical workforce planning is led out by the National Doctors in Training and Planning office. They have a suite of reports accessible at <https://www.hse.ie/eng/staff/leadership-education-development/met/plan/>.

Further reports are available via <https://www.hse.ie/eng/staff/resources/our-workforce/> or <https://healthservice.hse.ie/about-us/onmsd/onmsd-publications/>

Workforce-related recommendations are also an integral component of most of the Models of care developed by the Clinical Design & Innovation team in the HSE. As part of the development of models of care they consider how the workforce can be developed, in terms of capacity and capability, the scope of practice of the different team members and approaches to ensure a sustainable, high-quality workforce to deliver the needs of patients and service users. Reports are available via the following link <https://www.hse.ie/eng/about/who/cspd/ncps/>

The current *People Strategy 2019 – 2024* [People Strategy 2019 - 2024 - HSE.ie](https://www.hse.ie/eng/about/who/cspd/ncps/) was developed following a detailed consultation process and sets out the future direction for the development of our people services across the healthcare system. A key focus of the People Strategy is to build a resilient workforce that is supported and enabled to deliver the Sláintecare vision. This dedicated focus on workforce planning, enhancing leadership and accountability, and building organisational capacity is intrinsic to the work of the Strategic Workforce Planning and Intelligence Unit within National HR. A key deliverable is the development of strategic workforce projections.

In that regard, the Deputy may also be interested to know that the HSE have commissioned a project with the ESRI to expand the application of the Hippocrates model to project future workforce requirements of a select set of staff grades to meet future healthcare demand. These have been undertaken at Regional Health Area level in accordance with the future vision of the structure of the health service. This work is in two Phases; the first Phase has focused on Acute Services delivered by the public sector and the second will have a focus on selected Community Services. The Phase 1 work is complete and the report is due for publication by the ESRI shortly. Phase 11 is currently being scoped with the ESRI.

In addition, the Office of the National Women and Infants Health Programme in the HSE has commenced a project to develop an integrated workforce plan for maternity services with the overall aim of determining the workforce requirement for the next five years. This project is in the early stages of development.

The Deputy may also be interested to know that workforce planning activities are underpinned by a national Framework. The *Working Together for Health: A National Strategic Framework for Health and Social Care Workforce Planning* was developed by a Cross-Sectoral Group led by the Department of Health, supported by the HSE and was published in 2017. [bb9d696ba47945e6b065512356fcb6c3.pdf \(assets.gov.ie\)](https://assets.gov.ie/bb9d696ba47945e6b065512356fcb6c3.pdf)

The Framework was designed to assist agencies to better understand and prepare for the future workforce needs across the health and social care system to meet planned and projected service need and was underpinned by a suite of strategic principles. It also outlines a clear five step approach for strategic workforce planning. Full realisation of the principles requires ongoing significant investment and support from all parts of the sector, including healthcare and educational providers, professional and regulatory organisations and government departments.

The deputy may be interested to note that the Department of health have also commenced a programme of work funded through the EU TSI which seeks to enhance the capacity for health and social care workforce planning across the system. The HSE is actively supporting and engaged in this work.



Collectively our strategic planning efforts are key to informing the service planning requirements and funding, and most importantly our implementation of Sláintecare.

I trust that this information is sufficient to meet the Deputy's needs.

Yours sincerely,

A handwritten signature in cursive script that reads "Marie O'Sullivan".

**Marie O'Sullivan**  
**National HR**