



HSE People and Culture Committee Meeting

Minutes

A meeting of the HSE People and Culture Committee was held on Friday 13 January 2023 at 9:00 on Microsoft Teams.

Members Present: Dr Yvonne Traynor (Chair), Brendan Whelan, Aogán Ó Fearghail, Dr Sarah McLoughlin, Michelle O'Sullivan, Bernie O'Reilly and Deirdre Cullivan.

HSE Executive Attendance: Anne Marie Hoey (ND HR), Eithne Fox (AND Recruitment Reform & Resourcing) Theresa Heller (AND Corporate Business Partner), Philippa Withero (AND Strategic Workforce Planning and Intelligence), Dean Sullivan (Chief Strategy Officer) Niamh Drew (Deputy Corporate Secretary).

Joined the meeting: Yvonne Goff (ND Change and Innovation – Item 4.1), Liam Woods (ND RSA Implementation – Item 4.1), Emma Finn (Head of Internal Communications – Item 5.1)

Minutes reflect the order in which items were considered and are numbered in accordance with the original agenda. All performance/activity data used in this document refers to the latest information available at the time.

1. Committee Members Private Discussion

The Committee held a private session where the Chair provided a brief summary on the agenda, the relevant papers and approach to conducting the meeting.

2. Governance and Administration

2.1 Declarations of Interest

No conflicts of interest were declared.

2.2 Minutes

The Minutes of the People & Culture meeting held on the 2nd of December 2022 were approved.

3. Correspondence

3.1 Report 42 – Pay Scales affecting Senior Managers

The Committee discussed and supported the correspondence received in relation to Report 42 – Pay Scales affecting senior managers and agreed that any agreements made should be honoured. It was noted that the correspondence would also be discussed at the January Board meeting.



4. RHA

4.1 Regional Health Areas – update on planning, design and implementation

Dean Sullivan, CSO, Yvonne Goff, National Director Change & Innovation, and Liam Woods, RHAs Implementation Lead, joined the meeting.

The ND Change & Innovation provided an update on progress since last meeting. A draft Implementation Plan has been circulated internally. There has been extensive engagement but a lot of work is needed to finalise what is the proposed change to centre and what will be devolved to RHAs. A strong leaner centre is required but this needs to be very supportive of the 6 regions. The new Chiefs of the RHAs are expected to be in post in Q3 2023. Recruitment of new Chiefs will be organised by the CEO in conjunctions with the Public Appointments Commission. The RHA Implementation Lead advised that there is enthusiasm from staff for the proposed implementation of RHAs, interactions to date have been strong and positive. Whilst it is anticipated that some industrial relations issues may arise there is a process in place with unions to work through any issues. Location of the new Chiefs offices has not been agreed as yet.

The CSO gave a general outline on what were the main success factors envisaged at the end of 2024.

5. Communications

5.1 Internal Communications Report

Emma Finn, Head of Internal Communications, joined the meeting.

The Head of Internal Communications provided a general update to the Committee on what has been delivered by Internal Communications in 2022. Changes to the way information is delivered to staff in terms of content and frequency has improved the digital experience for staff. Volume of traffic to the staff website from mobile devices has increased. Internal Communications has supported the Public Health function by providing information on Covid-19 and Flu vaccines by providing information as to the “why” while local offices provide the “where”. In addition, Internal Communications is the mechanism for informing staff of new policies or changes to existing policies and they work closely with HR in this regard. The focus for 2023 is on communicating to staff where the organisation is going re RHAs, Enhanced Community Care, Integrated Care, and Sláintecare. Printed edition of Health Matters has been identified as the lead channel for communicating RHAs to frontline staff.

The Committee queried whether in general Internal Communications has a strategy for dealing with crisis issues. The Head of Internal Communications advised that, following the Cyber Attack, there



is a stronger focus on improving crisis communication. There has been engagement with an outside consultant to develop a plan for dealing with crisis. There is acknowledgement that, in the past, staff may have heard important news items from the media which is not appropriate.

6. HR BI Monthly Report

6.1 Bi Monthly Report

The ND HR presented her Bi Monthly report. The Committee were provided with an update on the HSE/IMO NCHDs agreement. The ND HR advised the Committee that as a result of the agreement NCHDs will see improvements in rostering arrangements, study and annual leave, training scheme allocations, relocations costs and payroll issues. A national group will oversee verification and implementation of measures to reduce NCHD hours, eliminate 24 hour shifts and achieve compliance with the Organisation of Working Time Act. The Committee welcomed the progress achieved on this matter.

The ND HR advised the Committee that negotiations have concluded in relation to a new public-only Hospital Consultant Contract – Government accepted the proposed new contract in December. The contract is currently with the representative bodies for consultation. The implementation date of the new contract is early February with date to be confirmed. Any consultants hired after this date will be employed under the new contract. It is not known how many existing consultants will sign up to the new contract and the HSE will be communicating with each hospital consultant to encourage uptake of the new contract.

The Committee commended the ND HR and her department on achievements in relation to amendments to the NCHD contract and the new public-only Hospital Consultant Contract and the level of recruitment completed in 2022

The Committee was updated on the Work Life Balance Bill 2022 which aims to promote a better work life balance for parents and carers. There is a greater onus on managers to facilitate employee requests for part-time working, or an adjustment in their work schedule, to meet parental or caring needs. This may lead to staff issues in some areas.

The Committee was updated on payment of the Special Pandemic Recognition Award. The ND HR advised that 99% of statutory and Section 38 staff have received payment – this amounts to approx 138,000 employees. In relation to non HSE/Section 38 employees a contract for additional support to progress payments to this cohort of employees has been awarded. The contracted agency is



working with the DoH and the HSE to progress payments to those encompassed.

The ND HR advised the Committee that year to date staffing level has increased by over 5400. The net increase in December was approx 500. The ND HR advised the Committee that 2022 was the highest year for recruitment. However, recruitment activity must take account of the requirement to replace staff who resign or retire etc. In normal circumstances this equates to circa 9,500 per annum but so far this year, this is running at a significantly higher level with a combined total for quarter 1, quarter 2 and quarter 3 of 10,500. Work is continuing at local level to engage with all 3rd level colleges to offer permanent contracts to all graduating nurse and midwives.

The ND HR provided a brief outline of Culture Programmes advanced in December under the new Developing Organisational Culture – A Guide for the Health Service Executive 2022. These included a team development day for 25 Nurse Managers in Roscommon Hospital which covered culture, leadership and effective team work. In addition, as part of Mental Health Strategy development - CHO 2 held a series of consultative workshops, with feedback from staff and service users.

The Committee was updated on the continued roll-out of NiSRP with roll out in the South on target for March 2023.

6.2 HR Dashboard

The Committee reviewed the National HR People and Recruitment Dashboard. It was agreed that data in relation to mandatory training should show the percentage for CHOs and Hospitals as the raw data does not give an accurate picture of compliance with mandatory training.

6.3 Progress report on Accountability Project

The ND HR advised that work is continuing with KPMG on the HSE Accountability Framework. A first draft report is due for review later in January.

7. Risk Management

7.1 CRR 016 – Workforce & Recruitment

The Committee noted CRR016 Workforce & Recruitment.



8. Deep Dive

Resourcing Strategy

8.1 Resourcing, Retention & Recruitment

The AND, Recruitment Reform & Resourcing presented the Committee with an update on the 1st draft of the Interim Resourcing Strategy. The Health Service is facing sustained and significant demand for qualified health and social care professionals within its services. This demand will remain, and become more significant due to a number of factors; social and environmental, health service developments, and challenges in recruitment and retention of staff. The Recruitment Reform & Resourcing Programme has been established to take a holistic view of the resource demand and supply, and use relevant data, research and insights to create a Strategic Resourcing Plan per profession, with short, medium and long term actions. The Strategy outlines an ambitious programme of work under 5 main pillars - engagement and retention of our workforce, attracting high performing and diverse talent, building healthcare talent for the future, supporting the health and wellbeing of our workforce, and building a positive and inclusive workplace culture.

The Committee was advised that the HSE has taken a new approach to attracting health and social care professionals, they are actively engaging with colleges to build relationships with 1st to 4th year student and all graduates in these professions to increase the potential to recruit to permanent jobs when they graduate.

The Chair thanked the members of the HR team for their attendance.

9. AOB

No matters arose and no further issues were discussed.

Signed:

Yvonne Traynor
Chairperson

Date: **10th March 2023**