



## **HSE People and Culture Committee Meeting**

### **Minutes**

A meeting of the HSE People and Culture Committee was held on Monday 20<sup>th</sup> November via Microsoft Teams

**Members Present:** Yvonne Traynor (Chair), Brendan Whelan, Bernie O'Reilly, Deirdre Cullivan, Matt Walsh, Sarah McLoughlin; Aogán Ó Fearghail.

Apologies: Michelle O'Sullivan

**HSE Executive Attendance:** Anne Marie Hoey (ND HR), Philippa Withero (AND Strategic Workforce Planning and Intelligence), Theresa Heller (AND Corporate Business Partner), Colette Cowan (CEO UL Hospitals Group), Niamh Drew (Deputy Corporate Secretary), Rebecca Kennedy (Office of the Board), Breda Moore (Office of the Board).

**Joined the meeting:** Liam Woods (Health Regions - Item 3.1, 3.2), Emma Finn (Head of Internal Communications & Strategy Implementation – Communications - Item 4.1).

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 Committee Work plan 2024**

The Committee discussed the Work Plan 2024 which was circulated prior to the meeting. Following discussion it was agreed that amendments would be made to the Work Plan and re-circulated to members.



### **2.3 Minutes**

The Minutes of the People & Culture meeting held on the 25<sup>th</sup> September were approved.

### **3. HSE Health Regions Progress Report**

*L Woods joined the meeting*

Liam Woods, National Director, Health Regions Programme provided a report on the current position in relation to the Health Regions programme.

The Committee was informed that the 6 Regions geographies have been finalised. Recruitment of 6 Regional Executive Officers (REOs) to lead each of the Regions is currently underway. It is expected that REOs will be in place in February 2024 but this may be delayed if a successful candidate is external to the HSE. The appointment of Health Region Senior Leadership Teams will follow recruitment of REOs. The HSE Centre top team structure and implementation approach is due to be finalised shortly. Once the HSE Centre and Health Region EMT structures have been agreed, work will mobilise with National HR in order to progress staff transition options/arrangements.

The Committee was updated on recent workshops which took place with Public Health colleagues, in relation to progressing deliverables around Health Profiles/ Health Care Needs Assessment as a core dependency for population based resource allocation (PBRA,) and with patient partners over recent months to inform the further design of patient partnership systems and processes within the health regions. A draft proposal setting out Patient Partnership within Health Regions is at consultation phase.

Engagement on an on-going basis with a wide range of stakeholders remains a key programme priority for the successful establishment of the Health Regions. A HSE Web page and staff and public communications content has been established.

The Health Regions HSE Programme Management Team continues to work closely with the DoH in progressing all aspects of the programme. Change Management support within the Health Regions has been highlighted (in both international evidence and through the Health Regions Advisory Group) as a key dependency to the success of the Reform Programme and supporting the change required to establish and deliver the benefits of the programme. A proposal to establish Change and Innovation Hubs within Health Regions has been developed and will be considered by Programme governance in the coming weeks.



Following discussion on progress and associated risks the National Director, Health Regions Programme confirmed that he is satisfied that the programme is where it needs to be at this point in time but cautioned that risks remain.

## 4. Communications

### 4.1 Internal Communications Report

*Emma Finn, Head of Internal Communications & Strategy Implementation joined the meeting*

E Finn presented the Internal Communications Report to the Committee which provided an update on current communications activities. In September HSE Communications received an Award of Excellence at the Institute of Internal Communications (IoIC) with their entry *Access all areas: accessible online content for HSE staff with a relentless focus on user needs*. Health Matters due out in December provides an update on HSE Health Regions.

Winter Vaccine campaign which commenced in October is continuing. A new approach includes a dedicated winter update for staff every Monday morning signposting staff to a new information page with location and times of vaccination clinics.

An automated email solution for staff communications continues to be progressed in conjunctions with e-Health colleagues.

The Committee was briefed on an upcoming Climate action campaign. The campaign message of “*we’re taking climate action*” will run throughout 2024. The first phase will inform staff about the six business areas that the HSE is committed to taking action on and how staff can take climate action individually.

The Committee discussed how the new HSE Health Regions will be branded/named and the public campaign associated with the change to 6 Regions.

*Emma Finn, Head of Internal Communications left the meeting*

## 5. HR BI Monthly Report

*Phillipa Witherow AND Strategic Workforce Planning and Intelligence joined the meeting*

### 5.1 Bi Monthly Report

The ND HR presented a high level report on her Bi Monthly report. The Committee was briefed on the Health Service Excellence Awards 2023. 405 entries were received. The Awards are a platform to celebrate innovation, commitment and resilience of staff and also serve to share the learnings for



the benefit of others. The NDHR thanked the Committee for supporting and partaking in shortlisting entries. Learning will be shared via video to all staff via web page giving details of entries and winners.

The Committee was updated on the Career Hub which has over 19,000 people registered on it. The Career Hub was awarded the Best Public HR initiative at this month's HR Leadership and Management Awards Ceremony. The Committee congratulated the NDHR on this award.

The Committee discussed this month's Health Sector Workforce figures. The September outcome report shows employment levels ahead of target at +1,855 (89% of the full year 6010 target).

The NDHR provided the Committee with an update on the FORSA Industrial Action.

The Committee was briefed on Culture Programmes and Culture engagement workshops. The Committee discussed the challenges associated with integrating new staff from overseas. The NDHR advised that Diversity Equality and Inclusion (DEI) team is working on a new training course that will be available to all managers. A DEI Pilot programme within CHO Older Person has allowed the DEI team to develop and test a model which provides better support for new international staff.

## **5.2 HR Dashboard**

The Committee reviewed the HR Dashboard which had been circulated prior to the meeting.

## **5.3 Mandatory Training Dashboard**

The Committee reviewed the HR Mandatory Training Dashboard. The Committee was provided with information on process around recording of mandatory training locally and proactive management of compliance. The Committee was of the view that compliance is not where it should be and suggested that a greater emphasis on improving compliance, particularly in relation to Cyber security, is required.

## **5.4 National Service Plan 2024 – HR Workforce Plan**

The NDHR advised that work on National Service Plan is underway but that the Letter of Determination (LoD), from the DoH, to finalise the NSP is awaited.



### **5.5 Pay & Numbers Strategy – 2024**

*Deirdre Cullivan left the meeting*

The Committee was briefed on the current Workforce position, including level of net WTE growth against target and with the ongoing work and methodology being applied to inform the 2024 Pay and Numbers Strategy approach. It was noted that there is a decreased rate of staff turnover versus what was projected.

It was noted that the next 5 weeks will be intense in terms of finalising the national service plan.

### **6. AOB**

The meeting concluded at 13.00 pm

**Signed:**

A handwritten signature in blue ink, appearing to read 'Y Traynor'.

**12<sup>th</sup> January 2024**

**Yvonne Traynor,  
Chairperson**