



**Feidhmeannacht na Seirbhíse Sláinte
Health Service Executive**

**Terms of Reference
People & Culture Committee**

Approved by HSE Board 26 July 2019

Role of the HSE People and Culture Committee

The role of the People and Culture Committee is to advise the Board on all matters relating to staff and workforce planning of the health service and enhance the environment that supports and values the staff of the health service in order to engage the talent and nurture the leadership capability of individuals and teams working together to drive the desired culture throughout the health service to deliver safer better healthcare.

In pursuit of its role, the Committee will provide strategic oversight of and advice on matters to support the ambition of the *People Strategy 2019-2024* to have the right people, with the right skills, in the right place and at the right time.

It will focus its attention on the key areas of: Leadership, Culture, Talent, Capability, Staff and Training.

The Committee is not responsible for any executive functions and is not vested with any executive powers. In relation to its duties and functions, it fulfils an advisory and support role only.

Authority

The Committee is authorised by the Board of the Health Service Executive to use its oversight role to:

- Oversee the development of a person-centred open and learning culture that is caring and compassionate, which nurtures talent and inspires innovation and excellence;
- Monitor the implementation of the HSE's people mandate with a focus on improved governance with effective performance and accountability;
- Assure the Board that these arrangements are robust and effective and support the delivery of its objectives;
- Review risks relating to its people mandate and advise on management mechanisms and actions to improve these;
- Seek any information or explanations that it requires from any employee of the HSE or agency totally or partially funded by the HSE;
- Obtain independent legal or professional advice procured in accordance with the HSE's procurement policy;
- Seek the attendance of persons with relevant experience and expertise at the People and Culture Committee meeting as necessary;
- Report on and escalate any matter it deems relevant to be brought to the attention of the Board.

Scope

The scope of the Committee's authority extends to all aspects of people and culture within the public health service.

Duties

The Committee's duties are to advise the Board on all matters relating to the people and culture mandate:

More specifically, the Board requires the Committee to advise it on matters relating to:

- Overseeing the implementation of the *Health Services People Strategy 2019-2024* through the development of an appropriate dashboard to monitor progress;
- Assuring the Board that effective and proactive evidence-based workforce planning and intelligence is in place to have the right people, with the right skills, in the right place and at the right time;
- Advising the Board that the appropriate investment is being made in people and teams to ensure that the capability and capacity to deliver person-centred care continues to be nurtured;
- Advising the Board that the necessary supports are in place to enable and support a digital culture to improve productivity and efficiency;
- Advising the Board that appropriate and effective systems of communication are in place for staff;
- Reviewing the effectiveness of the systems established by management to identify, assess, manage, monitor and report on risks to staff by receiving regular reports from the National Director of HR;
- Advising the Board in relation to the implementation of the aspects of Slaintecare that refer to people and culture;
- Overseeing the development of a national suite of tested key performance indicators relating to staff and measuring and monitoring progress against a relevant dashboard;
- Monitoring the implementation of new practices and ensuring that appropriate systems, programmes and controls are in place to support staff with successful delivery;
- Receiving reports on the identification of risks to staff safety and overseeing development plans to anticipate and respond to such risk with the aim of creating and maintaining a safe working environment and reducing adverse events;
- Reviewing and endorsing the National Service Plan and related annual work programmes of National HR and Health Business Services and advising the Board on the adequate resourcing to ensure successful implementation;
- Providing assurance that appropriate systems and controls are in place to ensure compliance with all statutory obligations imposed on the HSE relating to employees including compliance with the Pay and Numbers Strategy;
- Advising on systems and processes to ensure that lessons learned from adverse events are communicated effectively and are embedded in practice;

- Supporting the enhancement of collaborative working relationships across the health service between professions and other stakeholders including representative bodies and regulators to improve culture.