

Chapter 6

HSE NATIONAL Divisions (Supporting Service Delivery)

The National Service Divisions are supported by a number of supporting functions as follows:

- ▶ Office of the Director General, Deputy Director General and System Reform Group (Part of the Office of the Director General)
- ▶ Human Resources
- ▶ Finance
- ▶ Clinical Strategy and Programmes
- ▶ National Cancer Control Programme
- ▶ Quality Assurance and Verification
- ▶ Quality Improvement
- ▶ Office of the Chief Information Officer
- ▶ Health Business Services
- ▶ Communications
- ▶ Internal Audit

▶ **Office of the Director General**

The staff in the Office of the Director General support the Director General in the discharge of the statutory functions of the role and the management and administration associated with this task.

▶ **System Reform Group**

As part of the HSE's Transformation and Change Agenda, the System Reform Group (SRG) was established in the Office of the Director General to project manage the HSE Reform Programme. The SRG is led by the National Lead for Transformation and Change. The National Lead heads the HSE Reform Programme on behalf of the Director General, providing the strategic vision and driving the change management culture across the organisation. The SRG manages the HSE Reform Portfolio and provides expertise and change management support to the individual programmes. It also works collaboratively with the Clinical Care Programmes in the design and development of Integrated Care Programmes (see below).

▶ **Office of Legal Services**

The HSE established the Office of Legal Services in 2010. The purpose and function of this in-house legal team is to advise the HSE on how to strategically manage litigation which has the potential to impact on policy and practices in the provision of health services. The in-house team are involved in the management and review of all significant litigation concerning the HSE. The in-house legal team liaise between HSE management and external HSE legal service providers and in appropriate cases provide the latter with instruction on how to conduct litigation or alternative dispute resolution on behalf of the HSE. Where a legal dispute involves another State Body, every effort is made to mediate, arbitrate or otherwise before legal costs are incurred. The role of the Office of Legal Services also includes overseeing the standard and quantum of legal services provided to the HSE and where appropriate, querying and verifying charges for provision of these services.

▶ **Office of the Deputy Director General**

The primary role of the Deputy Director General is to support the Director General in the discharge of his functions and to deputise for the Director General in his absence.

The Deputy Director General also has primary responsibility for Strategic Corporate Planning, Annual Service Planning, Business Information and Performance Management, Strategic projects, Development and implementation of the HSE's Accountability Framework, the HSE's Governance Framework with its funded agencies and the management of specific cross Divisional priorities.

HSE NATIONAL Divisions (Supporting Service Delivery)

The Deputy Director General holds responsibility for the HSE's Compliance Unit, a key role of which is to safeguard the regulatory and governance obligations of the HSE through ensuring that all agencies funded under sections 38 and 39 of the Health Act 2004 (as amended) are compliant with the guidelines and regulations as set out in the Service Arrangements. The Compliance Unit is responsible for the Annual Compliance Statement process for these agencies. More detail on the accountability arrangements for Section 38 and 39 agencies is available in section 4.3.

▶ Human Resources

The HR Division provides HR support to the services supporting line managers to build an engaged, motivated and skilled workforce. Specialised Corporate HR provides support in the following areas: Employee Relations, Performance Management & Management Information, Recruitment & Employer Branding, Succession Management, Leadership Development and Shared Services.

▶ Health Business Services

The objective of the Health Business Services (HBS) Division is to provide all health and personal social service providers with access to a range of common support business services on a shared basis. This enables operational services to focus management attention on its core business of delivering services to the population. The functions of HBS include national responsibility for; HBS Estates, HBS Procurement and Customer Relationship Management. HBS also provides shared services on behalf of Finance and Human Resources.

▶ Office of the Chief Information Officer

The objective of the Office of the Chief Information Officer (OCIO) is to act as an enabler for the health service throughout Ireland, The focus is to facilitate the adoption of new technology and innovations identified within the *eHealth Strategy* at a pace that will provide a return on additional investment made in information and technology within health. The OCIO is also responsible for ensuring that all ICT expenditure is approved by CMOD, part of the Department of Public Expenditure and Reform.

▶ Clinical Strategy and Programmes

Clinical Strategy and Programmes was established to improve and standardise patient care throughout the organisation by bringing together clinical disciplines and enabling them to share innovative solutions to deliver greater benefits to every user of HSE services.

There are a number of National Clinical Programmes. The Programmes are based on three main objectives:

- ▶ To improve the quality of care we deliver to all users of HSE services
- ▶ To improve access to all services
- ▶ To improve cost effectiveness

A full listing of these programmes can be accessed via the following link:

www.hse.ie/eng/about/clinicalprogrammes/

In partnership with the System Reform Unit (below), Clinical Strategy and Programmes also work strategically to develop Integrated Care Programmes which are models of care delivery that integrate the work of the service delivery divisions so that services are designed, delivered and funded in a manner that supports effective patient centred care.

▶ National Cancer Control Programme

The NCCP oversees the implementation of the 2006 National Cancer Control Strategy. This recommended that Cancer Centres should be networked together in Managed Cancer Control Networks and to equip the HSE with broad self sufficiency of services in relation to the more common forms of cancer.

Chapter 6

HSE National Divisions (Supporting Service Delivery)

▶ Quality Improvement

The Quality Improvement Division (QID) has been established to support and enable quality improvement of services in partnership with internal and external organisations.

The role of the Division is therefore to champion quality improvement through providing consistent leadership for improving quality, building capacity and partnering with people to advise, innovate, share and support the spread of sustainable solutions for improvement.

▶ Quality Assurance and Verification

The Division seeks to provide assurance to the Directorate and Risk Committee in relation to the quality and safety of services provided. It is responsible for undertaking assessment monitoring and inspection of all aspects of the service delivery model and to independently report on performance and recommend corrective remedial action where underperformance is identified.

▶ Finance

The objectives of the finance team are to manage the finances of the HSE, to deliver enhanced accountability and value for money and to develop a standardised Financial Management framework for the HSE. The overall objective of the Finance Division is to provide strategic and operational financial support and advice to the various streams of the Health Service Executive in achieving the organisational goals of providing high quality, integrated health and personal social services.

The National Financial Regulations provide the basis for the development of the standardised Financial Management Framework within which the internal financial control system of the HSE operates. These regulations have been prepared to meet best practice requirements and to meet specific requirements of:

- ▶ Irish and EU statutory provisions
- ▶ Department of Health and Government policies and guidelines

It is the responsibility of all Budget Holders, managers and staff in the delivery of day-to-day operations and corporate activities to ensure that the Financial Regulations are fully complied with.

▶ Communications

The Communications Division is responsible for developing and managing the HSE's internal and public communications initiatives and provides consultancy advice and support to staff across the organisation.

The Communications Division is responsible for press and media engagement, internal communications, public communications, advertising, social marketing, branding, launches, media monitoring, web-development, publications and digital media. The role of the Communications Division is to provide guidance, oversight, and set quality standards to be met by all HSE communications projects.

▶ Internal Audit

The HSE's Internal Audit Division is responsible for ensuring that a comprehensive programme of audit work is carried out annually throughout the HSE. The purpose of this work is to provide assurance that controls and procedures are operated in accordance with best practice and with the appropriate regulations, and to make recommendations for the improvement of such controls and procedures. The HSE Audit Committee to whom the Division reports monitors the work of the Division.