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Mullingar saves power to win national gong

HPSA rapidly evolving through use of digital

Greener meetings see HBS fight climate change

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Changes to payroll system in East region

Shared Services Conference 2019

HSE Head of HR Rosarii Mannion on stage at the Shared Services 2019 Conference at The Printworks in Dublin Castle.

Rosarii was speaking on the essential work between HR and HBS with Jane Carolan, National Director of HBS.

All HBS staff can bring about positive change

Steps to Health challenge

Walk the walk and talk the talk with challenge

People’s Needs Defining Change

Health Services Change Guide

Seirbhis Sláinte Níos Fharr a Forbairt Building a Better Health Service
I am delighted to welcome you to this edition of the HBS news which brings you a range of exciting updates on our journey. Our current HBS Strategy is projecting 85% successful implementation by the end of its three years in December 2019. This will be a huge accomplishment for our business division which has developed and grown as a professional shared services organisation since our formation in 2014. Work is already underway for our new strategy - we have great confidence in our current roadmap which has served us well and will guide our future planning.

I continue to represent HBS internally, externally and internationally, showcasing the good work and progress being made by all areas of HBS. The recent Shared Services In The Irish Public Service Conference 2019 was one of these opportunities and I was exceptionally proud of HBS in how we measure up as we are now very much seen to be a leading entity of shared services in Ireland. I would like to acknowledge and thank Rosarii Mannion for participating in the panel discussion on the day.

One of our next events is the Future Health Summit, which is a global gathering for healthcare, at the RDS on May 21st, where I look forward to hosting a breakfast briefing. Great momentum is now building around the National Integrated Staff Records and Pay Programme (NiSRP) which is currently in its live implementation stage. I would like to give particular thanks to the NiSRP team and indeed the broad range of HBS staff, HBS HR, HPSA, HBS Finance, who have been working tirelessly on this complex programme.

Along with NiSRP, great progress is being made in the IFMS world to deliver a Single National Integrated Finance and Procurement Management System throughout the Health Service. HBS Finance, HBS Procurement and HR Payroll Systems & Analytics (HPSA) are highly committed to the IFMS in order to secure a modern system using the latest technologies, replacing over 200 finance systems currently operating independently.

Diversity and Inclusion continues to be an important theme for HBS and it was great to celebrate International Women’s Day during March along with the Office of the Chief Information Officer. In this regard, we intend to host a number of workshops with HBS staff over the next few months so that we can focus on the HBS perspective. I am really looking forward to meeting and engaging with Jane Carolan, National Director of Health Business Services, and Paschal Donohue, Minister for Finance & Public Expenditure and Reform; with Paul Dunne, CEO, Local Government Management Agency, at the Shared Services Conference in Dublin Castle.
A message from the Editor

Welcome to the latest edition of the HBS news which gives information and insight into the world of HBS. I am particularly delighted that this issue will connect you with many of our HBS people. Meet our Mentors, the first cohort of volunteers to the HBS Mentoring Programme which is now in full swing! Catch up with some of our leading ladies that were part of International Women’s Day in celebrating diversity. HR Payroll Systems and Analytics are in our business spotlight as they evolve through digital and there is more change profiled in terms of the Health Services Change Guide and Framework. You will see that HBS Estates have brought us some snippets of their success as we celebrate Mullingar Regional Hospital being victorious as the HSE’s Energy Saving Champion, while there is a new Midoc in Portlaoise now fully operational.

We are talking transformation with the National integrated Staff Records and Pay (NiSRP) programme and I congratulate all involved with this production. It is great to see so many HBS people signing up for the Steps to Health Challenge and I would encourage everyone to get involved.

HBS takes the health and welfare of our people seriously, which is one of the reasons for having a HBS Healthy Ireland Health and Wellbeing Steering Group to drive change. We are looking forward to launching a HBS Healthy Ireland Implementation Plan shortly so you will be hearing more about it soon.

Finally, at this stage you will be aware that Mr Paul Reid has been appointed to the role of Director General (CEO Designate) of the HSE. We extend a warm welcome to Paul and look forward to working with him.

With Regards,
Jane Carolan,
National Director, HBS

Until next time!
All the best,
Elaine Lynch, HBS Communications
The National integrated Staff Records and Pay Programme (NiSRP) which will modernise HR and Payroll Systems across the HSE is now at live implementation stage for all staff in the East. SAP Payroll/HR integration and the rollout of the Employee/Manager Self Service App means the previous reliance on paper has been replaced with a new system, improving processes to record HR and streamline how we are paid.

Jennifer Madden of the NiSRP Service Delivery Team has seen the benefits of the system first-hand, noting: “I have experienced how useful the system is when, for example, I’ve had to answer a Media Query, Parliamentary Question or a Freedom of Information Request. This is when staff will realise how great this system is. There is instant access to this information with SAP. There are so many reports that can be run and exported into Excel to manage. The bottom line is that the good entry data practices the SAP system requires, results in accurate reporting.”

In May 2019 the NiSRP Programme also introduced Employee Self Service (ESS) and Manager Self-Service (MSS). This is available to download as an app on staff members phone/tablet or via a website on your desktop/laptop. The implementation of ESS/MSS is an important opportunity to deliver world-class business services across our health system and to give control of the information to the employee and manager. This will eliminate a lot of paperwork, making relevant information accessible and readily available to all employees. It is a free and easy-to-use app available whenever you need it.

Since implementation, staff in the East are able to use ESS or a range of functions such as request leave, submit travel and expenses along with viewing payslips. It is important to note that a work device is not needed to use the ESS app. As long as staff members have a device (e.g. any smartphone, desktop, laptop, tablet) and access to the internet they can use it.

Managers in the East are now able to use MSS to review and approve staff leave applications and travel and subsistence claims. They also have access to a team calendar which shows all leave booked in one place. Managers will need to use a HSE work device to access the MSS app.

In acknowledgement of ‘Go Live’, Miriam Keegan, Programme Director, NiSRP, stated “I would like to thank all the staff involved in the successful completion of the East implementation. In the CHOs and Hospitals, Corporate Staff, Local Project Leads, Time Returning Officers and Line Managers have played a huge part in ensuring we have the information needed to ensure a successful ‘Go-Live’ of the system in May.”

Kevin McConville, Head of HBS HR/ Payroll Systems and Analytics (HPSA) welcomed the implementation in the East, saying, “My team have worked closely with the NiSRP team on the technical implementation, support and training on the system. The programme is ground-breaking on many fronts not least the implementation of a national integrated HR and Payroll system but also streamlining business processes and introducing self-service into many of the cumbersome and time consuming administrative tasks employees are faced with presently. A programme of this scale relies heavily on collaborative working across many different skillsets and the NiSRP programme is a very tangible example of this.”

The NiSRP team continue to work closely with stakeholders in the East, before moving to the next region of implementation in the South East. Further NiSRP information is available on http://ihbs.healthirl.net/NiSRP/ and www.hse.ie/nisrpselfservice

Follow NiSRP on Twitter @HBS_NiSRP.
Midland Regional Hospital Mullingar has been named as the HSE’s Energy Saving Champion after being crowned winner of the The Big Switch Off.

Six hospitals around the country saved enough electricity to power an average operating theatre for 162 days during this year’s Big Switch Off, part of the Optimising Power at Work Programme which is an energy awareness campaign run by the Office of Public Works (OPW). The HSE’s National Health Sustainability Office (NHSO) within HBS Estates, working in partnership with the OPW, is currently running the Big Switch Off campaign in 14 hospitals across the country.

Six hospitals nationwide took part in last year’s competition and Midland Regional Hospital Mullingar was crowned winner at an awards ceremony in Dublin in January this year. The hospital reduced their energy consumption by as much as 15% as part of the competition by implementing an effective energy awareness campaign over the August and October bank holiday weekends. The campaign aimed to empower hospital staff to take control of the energy consumed in their workplace and to embed energy-saving habits.

The Big Switch Off saw staff making an extra effort to switch off non-essential equipment in advance of the bank holiday weekends. Initiatives undertaken by Midlands Regional Hospital Mullingar included a team of energy champions who led by example and tapped into their social networks within the hospital to recruit colleagues and other staff to commit to saving energy and contribute to the hospital-wide energy-saving effort.

Sligo University Hospital was named runner up in The Big Switch Off, while Our Lady of Lourdes Hospital Drogheda came third overall in the competition.

Points were awarded based on the percentage of energy saved by hospitals, as well as being awarded for the number of engagement activities each hospital participated in.

Other hospitals that took part in the competition included Cavan General Hospital, Waterford University Hospital and Midland Regional Hospital Tullamore. The success of the Big Switch Off in each of the six hospitals who participated in the competition successfully demonstrated the cumulative impact that small individual actions can have.

By changing our behaviour and taking simple steps such as switching off our computers and printers as we leave the office; switching off lights in offices not in use, turning down the thermostat and ‘thinking before printing’, every individual can reduce their environmental impact and make a difference to climate change.
Jim Murphy from the HSE’s National Health Sustainability Office, Health Business Services said, “We are delighted with the energy savings made by the hospitals participating in The BIG Switch Off competition. “We believe initiatives like The BIG Switch Off are key in reaching our 2020 energy saving target.” For their win, the Midland Regional Hospital Mullingar were presented with a handmade, bespoke trophy which reflected the goals of the campaign; team work, diversity, and the summation of small energy saving efforts to making a significant difference in energy conservation.

HBS Estates have constructed a new facility on a greenfield site on St Fintan’s Healthcare Campus, Portlaoise, for both the local CADS (Community Alcohol and Drug Service) and the out-of-hours GP Midoc service. Construction was completed in October 2018 at a cost of €3.207m. Services relocated from existing accommodation to new-build facilities in November 2018 and the facility, pictured right, is now fully operational. The facility accommodates CADS during standard operational hours, i.e. 9am to 5.30pm, and provides accommodation for the Midoc services out-of-hours. The facility operates 24 hours a day, seven days a week. CADS provide assessment, treatment and support in the community for those who are concerned with their own or another person’s addiction. The overall purpose of our service is to seek to minimise harm caused by addiction in order to have a positive impact on individuals, families and communities. CADS support a number of other services across the midlands including MQI’s DATS (Drug and Alcohol Treatment Supports) project for over-18s and Extern’s MYDAS (Midlands Youth Drug & Alcohol Support) project for under-18s. CADS also facilitates the use of available rooms CIPC (Counselling in Primary Care), Homeless Liaison Nurse, Primary Care Addiction Counselling and any other services via a bookable system. Midoc is the Out-of-Hours Service GP for Laois, Offaly, Longford, and Westmeath. There are five treatment centres geographically located in Longford, Athlone, Mullingar, Tullamore and Longford.
Health Business Services and the Office of the Chief Information Officer marked International Women’s Day on March 8th. The international campaign theme for 2019 was ‘Balance For Better’. To mark the day, some of the women leading people and projects in HBS shared their experiences and advice on working in health and health technology.

Jane Carolan, National Director, Health Business Services

What I do in my job: I am responsible, along with my great team, for the running of HBS - the business division of the HSE. I am also a member of the HSE Leadership Team.

Motivation: Working in the health sector is very rewarding and the people are what makes it. My biggest reward is helping my team to do a good job.

Advice to women thinking of a career in health technology: Digital is made for women – implementations need a range of skills, especially common sense and multitasking.

Maria O’Loughlin, Assistant National Director for Organisational Digital Change, HBS; Co-Founder of One HealthTech Ireland

What I do in my job: I work with the staff in HBS and across the entire HSE to see how we can support and enable organisational change and development, through engagement, innovation and inclusion. This can be through many many ways, eg, education, collaboration, awareness of the art of the possible and very much driven by staff needs.

Motivation: I believe strongly that by supporting our staff to be ready for change we can make them happier, more engaged and motivated. I am passionate that working collaboratively and by being diverse and inclusive we can be more innovative and tackle all challenges in a stronger, more impactful way. Health impacts us all and being part of a positive change for our health service is extremely rewarding.

Advice to women thinking of a career in health technology: It is so much more varied than what you would first imagine - in a really good way. I love digital and it’s absolutely a part of everyone’s job in the HSE but I completely believe it is an enabler for people to drive the changes needed for our health service.

Cathryn Buckley, Office Coordinator, National Health Sustainability Office, HBS Estates

What I do in my job: Our office works to promote sustainability in the health service, working with key partners to engage staff in understanding the connections between health and the environment, and to reduce the health services resource use and impact on the environment.

Motivation: A healthy society depends on a healthy environment: Clean air to breath, safe water to drink, places to walk and cycle and a reduction in greenhouse gas emissions. I want to do my part in ensuring generations can benefit from a clean environment to enjoy long and healthy lives.

Advice to women thinking of a career in health technology: Embrace technology – in the National Health Sustainability Office we can reach a much wider audience and make more impact by providing digital resources leading to improved sustainability, lower costs and reduced impact on the environment.

Wendy Walsh, HBS Strategic Planning & Performance Manager

What I do in my job: I support HBS in developing its strategic direction, making the HBS Vision come to life. I also line manage some fabulous people who give it their all every day for HBS in the areas of communications, culture.
and employee engagement and also enterprise performance and project management.

**Motivation:** I love strategic planning! Strategies should never be left on the shelf: They are dynamic documents, driving and guiding everything you do.

**Advice to women thinking of a career in health technology:** Just do it. I am coming to the end of my career after 40 years working in health. I have seen some amazing changes during my time with technology at the front and centre of change every single time.

**Helen Maher, HBS Estates Manager**

**What I do in my job:** I help HSE staff throughout the country to make their hospitals, offices etc. become more sustainable. I work in the National Health Sustainability Office.

**Motivation:** I love my job. I have always been driven to make everyday life more sustainable. I work with HSE staff all around the country making their work life more sustainable, efficient and modern. Our staff value sustainability and they hate to see public money being wasted!

**Advice to women thinking of a career in health technology:** I would advise anyone - follow your passion. If you love what you do, every day is worthwhile. Life can be demanding, but if you believe in what you do, you will go the extra mile, whether that’s at work or at home.

**Rosemary Grey, Head Of HBS Standards & Compliance**

**What I do in my job:** I am responsible for overseeing the implementation of the HBS Compliance Programme at all levels of the business.

**Motivation:** I enjoy working alongside management to identify and address their deficiencies. It’s a rewarding job helping someone solve their problem and support improvements in their business models.

**Advice to women thinking of a career in health technology:** If you really want something, it is there for the taking, but it will not come to you. Know your objective and to have the vision and belief in it on your journey.

**Siobhan Dunphy, Assistant Head Of Portfolio & Category Management, HBS Procurement**

**What I do in my job:** I am the head of function for the Health Care Support (HCS) Portfolio within HBS Procurement, responsible for implementing and managing ‘non-Health’ contracts across the entire health sector.

**Motivation:** My role offers variety - each project bringing a different set of unique challenges and involves the opportunity to liaise and work with multi-disciplinary teams across the Health Sector to ensure they get a quality service and value for money for patient and clients.

**Advice to women thinking of a career in health technology:** Anyone who is interested in improving efficiency in the health service should upskill to utilise new technologies.

**Wendy McDonnell, General Manager, HBS HR Operations & Business Development**

**What do I do in my job:** Implementation of a digital solution for personnel files for HSE staff, of which there are approximately 104,000.

**Motivation:** As a general manager in HR I know the importance of having access to data in real time to resolve HR issues and to assist with queries from our staff. When staff issues are dealt with more efficiently this leads to a more satisfied workforce.

**Advice to women thinking of a career in health technology:** If there is a spark in you that is excited by new technology, go with it.

**Anna Boch, Business Change Manager, National Estates Information System (NEIS), HBS**

**What do I do in my job:** My role is centred on supporting the people who will be impacted by the implementation of the new NEIS and the changes it will bring.

**Motivation:** I think that as an engineer, I’ve always had an instinct to want to improve things, or find a better way of doing things. If there is a spark in you that is excited by new technology, go with it.
HR/Payroll Systems and Analytics (HPSA) have recently gained SAP certification for their Centre of Excellence model. This is one of the many significant milestones achieved by HPSA, one of the business units of Health Business Services (HBS), which forms the basis of a strong platform on which to build upon in the coming years. We are now all living in a fast-moving digital world, therefore, HPSA are committed to adapting and developing based on customer’s needs. As the famous scientist Charles Darwin once said “It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is most adaptable to change”.

One of the recent changes HPSA have delivered on is their bespoke Training and Support Hub. Designed and developed by HPSA’s Cathy Hunt and Kim Henry-Bonner, the Hub was launched during February 2019. Following a pilot of the new website in July 2018 and as part of HPSA digital presence, the site was established to combine the SAP HR/Payroll module content and Business Intelligence Unit (BIU) content into a single Hub for all users of SAP HR/Payroll modules.

The HPSA Hub will be a central part of the support provided to users and is instrumental in the blended learning solution of classroom and online education. It provides SAP HR/Payroll system and SAP Analytics (BI and BEX) users with access to an online library of Training Materials, Support Documentation and System Forms. New users will be introduced to an in-application help tool in the coming months. This will provide a pop up assistant giving step by step guidance while performing tasks in SAP.

The Hub has received significant positive feedback and there will be on-going development of the site to enhance and update this new service for all customers. Another milestone for HPSA has been the introduction of a HPSA Integrated Planning Tool. Aidan
Bringing about positive change

The recently published Health Services Change Guide is a step-by-step guide that will help all HBS staff to bring about change. The guide supports service, quality improvement and culture-change programmes across HBS and is intended to complement the transformation work taking place within our organisation. All of our development programmes are bringing us closer to our goal of delivering person-centred integrated care and public value in line with the requirements of Sláintecare.

The Change Guide focuses in particular on People’s Needs Defining Change. It provides guidance on working with service users, families, citizens, communities and staff to understand their needs better when undertaking change. It can be used at all levels to support managers and staff.

The guide consists of a Health Services Change Framework and a step-by-step guide to carry out change. The change framework brings together all of the elements you need to focus on to deliver change.

- **The change outcomes are safer better healthcare and services that are valued by the public and by staff.**
- **It places People’s Needs Defining Change at the centre of all change initiatives.**
- **It recognises that change is essentially about people.**
- **It prioritises engagement - ‘people support the change they help to create’.**
- **It focuses on a People and Culture Change Platform to prepare an environment where change can be encouraged and developed.**

To this end, Change Guide Booklets have been distributed throughout the country, and they provide a summary of the guide. We are continuing to work with colleagues in national communications and digital services to improve our digital offering through enhancements to our current web page.

With regards to administration of the Change Hub, Elaine Birkett has taken up this role working with colleagues in HSeLanD and staff are encouraged to submit case studies for inclusion on the Change Hub.

Details available by contacting changeguide@hse.ie.
HBS Estates use digital solution

HBS Estates is responsible for the development and management of the healthcare estate to enhance wellness in our patients and clients, to enable and encourage our staff. It is also responsible for ensuring that the healthcare infrastructure supports the efficient delivery of services and delivers value for money.

HBS Estates has identified the requirement for a National Estates Information System (NEIS) to manage the healthcare estate including, the property portfolio, space and facilities, maintenance, sustainability and energy, capital planning, construction management, financial management, health and safety, infrastructural risk and communications. This new IT system will play a key role in helping HBS Estates build a sustainable and responsive workforce that has the capacity, ability, flexibility and adaptability to meet the changing healthcare environment. The NEIS will provide a digital solution to support HBS Estates staff and the numerous external professionals (architects, engineers, etc.) and contractors (building, mechanical, electrical etc.) who work with HBS Estates annually in delivering the capital programme and manage the HSE Estate. The tender process for the new proposed NEIS is on-going, and is subject to approval by the Digital Government Oversight Unit and Peer Review.

In advance of the new IT System being implemented, the NEIS Project team are supporting behaviour change to enable HBS Estates Staff to make best use of existing Digital Procurement Platforms for Construction Works and Related Services. These platforms include HBS PASS, BuyerZone, SupplyGov and eTenders. The NEIS team has conducted a short survey on current procurement practices with HBS.
The phases of the NEIS project

Phase 1 –
Enable and expand utilisation of existing Digital Procurement Platforms

Phase 2 –
Rollout NEIS platforms - Property Portfolio Management Space & Facilities Management Capital Projects & Construction Management Communications Management

Phase 3 - Rollout NEIS platforms Maintenance Management Medical Equipment Management Environmental & Sustainability Management

The key benefits, objectives and phases of the NEIS Project are detailed below:

**NEIS Benefits:**
- Improved productivity with business process automation.
- Improved data flow and collaboration across HBS Estates offices.
- Reduced transaction costs and duplication.
- Real time project information and reporting.
- Digitalised information management to improve resource utilisation.

**NEIS Objectives:**
- Overcome current shortfalls through the lack of an information system for management of large volumes of documents.
- Overcome shortfalls in information and workflow management.
- Satisfy corporate information requirements which include the facilitation of timely, effective and accurate decision making and the production of key statistical information.
- Support compliance with statutory and legal requirements.
- Standardisation of work flow processes.

Estates staff. The survey received a fantastic response rate of more than 55%. We would like to take this opportunity to thank everyone for their input. One of the things we have learnt is that more than 60% of staff are involved at some level in the procurement of construction works and related services. The NEIS team are continuing engagement with all staff through focus groups in every local Estates office to understand the personal experiences Estates technical and admin staff have with procurement processes on a day to day basis.

Thanks to everyone who has participated to date, your input is very much appreciated. We would encourage all HBS Estates staff to attend your local focus group and have your say on the HBS Estates' #DigitalTransformation.
Almost one year has passed since GDPR became law in this country. Here we examine how this has affected HBS and its units.

GDPR (General Data Protection Regulation) legislation is EU data protection legislation that was signed into law on 24/05/18 in Ireland. HBS Standards and Compliance Unit (SCU) are collaborating nationally with all of the Business Units of HBS to ensure GDPR compliance, and registers detailing the types of personal data records processed have been compiled and reviewed. Data Protection leads in the Business Units are currently working with SCU on the second phase of the project, as record retention policy is key to data protection compliance.

An EU General Data Protection Regulation enforcement action against a hospital in Portugal demonstrates how serious GDPR is. Portugal's supervisory authority levied fines totaling €400,000 against a hospital for three violations of GDPR. The infractions included allowing indiscriminate access to patient's clinical information to an excessive number of users; a violation of integrity and confidentiality as a result of failing to implement technical and organisational measures to ensure a level of security adequate to the risk. That included the lack of having a process to regularly test, assess and evaluate technical and organisational measures to ensure the security of the processing.

GDPR is everyone's business, and as such, training is planned for 2019 for all staff. Further information can be requested through hbscompliance@hse.ie and HSE Consumer Affairs here.

Key changes since May 2018:
- Increases the standards required of data controllers and increases the ease of seeking redress from the courts for data subjects.
- Promotes privacy by Design and Default and use of Data Protection Impact Assessments.
- Decreases timeframe for Subject Access Requests from 40 days to one month.
- Sanctions of up to €1m for public body.
- Require a lawful basis for processing.
- Data breach reporting (now mandatory, within 72 hours).
- Third party contracts.
- HSE Data Protection Officer Appointed.
- Data Portability.
- Right to be forgotten.
Shared Services in the spotlight

The Shared Services in the Irish Public Service conference recently took place in Dublin Castle. With a theme of ‘Connect, Collaborate and Innovate’ the event greatly signalled shared services success across the Irish public service. HBS represents shared services within the health sector and worked in partnership with the Shared Services Sectors Leaders Network to organise and host this prestigious engagement. Following the success of the 2017 inaugural conference, this event which was officially opened by Paschal Donohoe TD, Minister for Finance and Public Expenditure and Reform had in excess of 200 attendees. Minister Donohoe stated it is critical to maintain public support for the delivery of public services and spoke about the role of shared services in delivering the Government’s reform and innovation agenda. He acknowledged the power of social technology to connect people, to communicate electronically, to use data in more sophisticated ways and how it is reforming and revolutionising our citizens’ experience of Government and placing demands on the State to innovate for the future. HBS National Director Jane Carolan facilitated the afternoon session which included several panel discussions and offered an opportunity to hear from leading international speakers on what works best and what challenges they face. Over the course of the day, significant insight was gained into the progress made within Shared Services functions across the Irish Public Service. Topics discussed included the latest advances in improving end-user experience of shared services within the public service and the future of shared services. HBS Deputy National Director John Smith also chaired a themed workshop under the title of ‘Data Protection update for shared services’. HBS were delighted that HSE National HR Director Rosarii Mannion was in attendance to participate on the panel discussion around the role of HR Leaders in advancing support and engagement for shared services delivery. Speaking after the event, Jane Carolan, National Director of Health Business Services said, “I continue to represent HBS internally, externally and internationally, showcasing the good work and progress being made by all areas of HBS. Today’s conference was one of these opportunities and I was exceptionally proud of HBS in how we measure up as we are now very much seen to be a leading entity of shared services in Ireland.”
Meetings go green to help the planet

The National Health Sustainability Office is here to help us look at ways that we can work towards achieving a more sustainable health service. A green meeting is one designed, organised and implemented in a way that minimises negative environmental impacts. Every day across the HSE hundreds of meetings take place, and, by implementing some simple actions to improve sustainability at these meetings, we can make a big difference.

Below are our top tips for greening your meeting.

• Choose a venue close to where your attendees are located, with access to public transport, cycling and walking routes.
• Provide attendees with information on public transport and active travel options.
• Ensure the venue has recycling systems in place.
• Consider holding the meeting virtually; exploit the advantages offered by teleconference and videoconference services to limit travel and reduce carbon emissions.
• Meeting materials
  • Limit use of paper - post presentations, agendas, notes and handouts online or issue by email.
  • If you must print use recycled paper and print double-sided copies – encourage attendees to do the same.
• Use recycled lanyards and badge holders and offer a deposit bin as attendees leave for reuse.
• Catering
  • Minimise the use of disposables by requesting only reusable or compostable cutlery, glassware and dishware.
  • Request healthy locally grown produce and/or organic ingredients.
• Serve water in pitchers or provide a water cooler.
• Ask delegates to sign up for meals and confirm catering numbers in advance of the meeting, this will reduce food waste - and your costs.

For larger events and more guidance check out the World Health Organisations’ guide to planning healthy and sustainable meetings.

A green meeting is one designed, organised and implemented in a way that minimises negative environmental impacts.
The 2019 HSE staff Steps to Health Challenge kicked off on Monday 13th May and runs for five weeks, with HBS staff signing up once again. The last two years have been a great success within HBS and it is hoped that this year will be even better. It’s a fun and enjoyable way of becoming more physically active and ultimately more healthy. Ten thousand steps is the daily goal to reach but any improvement that you make during the challenge is a personal gain. There will be competitions throughout the Challenge and Healthy Ireland merchandise will be awarded as prizes. Full details of each competition will be announced at the start of that particular week. Each Team Co-Ordinator will receive a resource pack for their team. Additionally, each item in this pack is available to download individually in pdf format, along with other materials to support the Challenge. The Steps to Health challenge encourages you to walk and count your steps during the five-week period. You can accumulate the steps during the day by:

- taking stairs instead of lift
- parking as far as possible away from your workplace
- walking during your breaks or walking when at home with family and friends
- aim to walk 10,000 steps daily, which is equal to eight kilometres or five miles.

If you are new to walking, start off with 10 minutes at a time. Build it up every day at your own pace to reach as many steps as you can. Click here for the Steps to Health website.

HBS Estates Cherry Orchard staff stepping out for the #StepsToHealth challenge in front of the Linn Dara CAMHS Building.
HBS Estates recently launched its *Capital Projects Manual & Approvals Protocol*, a document that has been described as a toolkit for the delivery of capital projects in the Capital Plan.

Speaking at the launch of the document, Head of HBS Estates Jim Curran stated he was delighted to present and roll out the revised *Capital Projects Manual & Approvals Protocol* to all staff involved in the management and delivery of the capital programme.

Jim Curran said he was also delighted to share the important Governance document with all their stakeholders across the Health Service, noting that, first and foremost, this document was a governance document that defined and shaped the actions necessary to deliver capital projects in line with the Public Spending Code.

National Director of HBS, Jane Carolan, said: “The document is the toolkit that will be used to deliver capital projects in the Capital Plan. It describes in detail the established approvals protocols for the appraisal, initiation, management and administration of all capital projects. It also defines the very important roles and relationships between Service Divisions and HBS Estates and provides helpful checklists and templates to assist in the delivery of capital projects.”

New elements in the document include procedures and processes on project contingency, approval authorities, revised project reviews, quality assurance, performance monitoring and equipping. All of these procedures, processes and protocols will help us to deliver value for money in the development and management of the Capital Programme and deliver better outcomes for patients and service users.

The successful implementation of these protocols will ensure consistency, quality and value for money across the healthcare estate. Training on this revised Protocol has been rolled out to all HBS Estates offices and will continue to be provided as necessary. Jane Carolan and Jim Curran both took the opportunity to acknowledge all the work that went into developing the new protocol and thanked John Browner, HBS Estates Assistant National Director, Capital and Property, Michael Bermingham, Corporate Estate Manager, Capital, HBS Estates, as well as acknowledging the contribution of HBS Procurement and HBS Communications. HBS Estates look forward to working with all our stakeholders to continue delivering modern healthcare facilities to provide the safest and most efficient health facilities for patients and service users. **Read the protocol here.**
Mentors ready to pass on learning

The HBS Mentorship Programme is open for business. Our pilot HBS programme is now up and running with 15 senior colleagues mentoring HBS Mentees at Grade IV and Grade V level across our locations and Business Units. A mentor provides support, wisdom and guidance, and mentoring programmes are an effective and efficient way to get employees engaged and empowered, enabling the organisation to develop talent and increase productivity across the organisation.

An update from Joan Smith, Culture & Employee Engagement

Benefits for Mentees
- Gains an increased organisational awareness and a clearer understanding of corporate culture and goals
- Experiences a safe environment in which to ask questions and practice skills
- Develops and build self-confidence and independence
- Helps the Mentee learn to take better control of his/her career
- Develops learning, analytical and reflective skills
- Gains experience of working in a collaborative relationship
- Expands networks within the organisation

Benefits for Mentors
- Gains the personal satisfaction of helping others
- Develops own organisational and professional knowledge
- Helps the Mentee to take better control of his/her career
- Develops learning, analytical and reflective skills
- Gains experience of working in a collaborative relationship
- Expands networks within the organisation
- Influences the development of colleagues who have the potential to become future leaders of the organisation
- Develops communication skills, as well as ability to analyse, challenge and reflect
- The Mentor, however, is there to support their mentee through sharing their own experiences.

The Mentoring relationship provides an environment in which to ask questions and express concerns. Generally, a Mentor will spend a greater amount of time listening and understanding, and less time being directive. This programme ties in very well with our commitment to the Values in Action movement with our staff involved clearly demonstrating the behaviours and positive cultural change. Our HBS Mentorship programme will be evaluated by the mentors and mentees after the initial six months of the programme. The findings will determine its further rollout to other staff groups across HBS.

For information please contact joan.smith@hse.ie