



Strategic Priorities

Workbook for Progressing Strategic Priorities at Local Level

October 2019

Progressing Strategic Priorities at Local Level

The purpose of this document is to aid frontline managers to implement the Strategic Priorities at local level. To support this process this workbook has been prepared as a tool for discussion at team meetings. The focus of which should be to discuss the Strategic Direction of Cork Kerry Community Healthcare, and how we can implement our strategic priorities and make them relevant to individual service units by:

- Identifying ways in which your teams and services are already meeting the objectives within our strategic priorities.
- Identifying additional efforts your teams and services could be making locally to deliver on our strategic priorities.

What are we asking you to do?

We want every manager across Cork Kerry Community Healthcare to lead conversations with their own team to:

- ✓ Explain our mission, vision, values, and strategic priorities, so that these are clearly understood by all
- ✓ Provide an opportunity for all staff to comment and provide feedback on these, in terms of:
 - Do they make sense to front line staff?
 - Do they resonate with the issues and challenges staff are facing locally?
 - Do they provide a helpful structure for frontline staff to think about the challenges they face?
- ✓ Identify ways in which your teams and services are already delivering on our mission, vision, and values
- ✓ Identify ways in which your teams and services are already meeting the objectives within our strategic priorities
- ✓ Identify additional things that your teams and services could be doing locally to deliver on these
- ✓ Identify things your teams and services would like the management team to do to help them to deliver locally

What do we aim to achieve?

In progressing these conversations through each service we aim to:

- ✓ Ensure all staff understand and have an opportunity to contribute to the on-going development of our strategic direction
- ✓ Provide an opportunity to recognise and celebrate the ways in which our services are already delivering on our mission, vision, values, and strategic priorities
- ✓ Encourage all teams and staff members to push themselves to do more to deliver on these
- ✓ Ensure we are capturing and sharing all the wonderful examples of good practice that are going on across Cork Kerry Community Healthcare
- ✓ Identify gaps where cross-CHO work may be required to support local services to deliver

What support is in place to help you do this?

This will be a locally led process, but a number of materials have been provided to support managers in local conversations, these are:

- ✓ The original 'Forward Thinking' document
- ✓ A slide pack designed for presentation to staff, setting out a summary of our strategic direction work and prompts for the conversations you will be having locally. A series of posters that should be displayed across sites to raise the profile of this work and reinforce the above
- ✓ An FAQ document to support you in responding to questions that staff may have
- ✓ What else? Leaflet outlining Cork Kerry Community Healthcare's Mission, Vision, Values and Strategic Priorities.

What will happen next?

We intend this to be an on-going process led by our Front Line Managers. We are proposing that you feedback and examples from these conversations to corkkerry.priorities@hse.ie



Our Mission, Vision & Values



CÚRAM SLÁINTE POBAIL
CORCAIGH CIARRAÍ
CORK KERRY
COMMUNITY HEALTHCARE



OUR MISSION

Providing quality services to enable everyone to optimise their health and wellbeing.



OUR VISION

A healthier Cork and Kerry with an accessible, responsive, connected, and high quality service valued by all.



OUR VALUES

*Integrity, Learning,
Partnership and Respect.*



Building a
Better Health
Service

Seirbhís Sláinte
Níos Fearr
& Forbairt

Our Strategic Priorities



Our strategic priorities - providing direction and meaning for everything we do.



Access:

To provide the best possible access to our services.



People:

To value and respect our staff, those who use our services, and their families and carers



Resources:

To create a culture of efficiency that makes the best use of resources in all of our services



Health & Wellbeing

To improve the health of all who live in Cork and Kerry



Quality:

To ensure we deliver the best quality, compliant services



Engagement

To foster a culture of pride, confidence and trust in our services

Ask your line manager, or contact corkkerry.priorities@hse.ie or see hse.ie/corkkerrypriorities for more details.



Our Values - Integrity, Learning, Partnership and Respect



Building a
Better Health
Service

Seirbhís Sláinte
Níos Fearr
& Forbairt

Our Strategic Priorities



In order to realise our vision and implement the ethos and values that we want to create, we have identified **six strategic priorities for the next 3-5 years**. Each priority is underpinned by specific objectives.

- 1. Access** - To provide the best possible access to our services by:
 - a) Improving access in an equitable way across the CHO, as appropriate to need
 - b) Implement community healthcare networks to improve internal and external integration across healthcare services, community and voluntary organisations
- 2. People** - To value and respect our staff, those who use our services, and their families and carers, by:
 - a) Empowering the public to manage their own health needs and to access and use our services effectively
 - b) Providing staff with the enabling systems, tools, and relevant expertise to achieve excellence
 - c) Supporting and developing leadership skills at all levels of the organisation
- 3. Quality** - To ensure we deliver the best possible quality, compliant services by:
 - a) Fostering a culture of excellence, respect & learning
 - b) Embedding a clear and accountable governance structure
 - c) Supporting each service and each staff member to deliver continued quality improvement, measured through outcomes
 - d) Using our knowledge and experience of delivering community based care to positively influence policy development and decision making nationally
- 4. Resources** - To create a culture of efficiency that makes the best use of resources in all of our services by:
 - a) Providing timely access to accurate information to support informed decision making throughout the organisation
 - b) Tailoring service plans to meet current & future demographic need
 - c) Ensuring that available resources are used in the most effective way to achieve best possible outcomes
 - d) Ensuring that we have access to appropriate levels of resource
- 5. Health and Wellbeing** - To improve the health of all who live in Cork and Kerry by:
 - a) Providing the information, awareness, and opportunities to enable everyone to maximise their personal health & wellbeing
 - b) Maximising our staff as ambassadors for Health and Wellbeing
 - c) Leading by example in the promotion of health and wellbeing in all our facilities
- 6. Engagement** - To foster a culture of pride, confidence & trust in our services by:
 - a) Listening to the voice of those who use our services, and their families and carers, and adapting our plans to respond to their needs
 - b) Improving staff engagement through collaboration and the development of shared goals
 - c) Frequently, effectively and honestly communicating with our staff and stakeholders
 - d) Developing strong partnerships outside our own organisation through effective engagement with wider partners and stakeholders

1

Access - To provide the best possible access to our services by:

1a. Improving access in an equitable way across the CHO, as appropriate to need

1b. Implement Community Healthcare Networks to improve internal & external integration across health and care services, community and voluntary orgs.

What is happening currently at local level that will further progress our strategic priorities?

What else can we do at local level to realise our strategic priorities?

2

People - To value and respect our staff, those who use our services, and their families and carers, by:



2a.

Empowering the public to manage their own health needs and to access and use our services effectively

2b.

Providing staff with the enabling systems, tools, and relevant expertise to achieve excellence

What is happening currently at local level that will further progress our strategic priorities?

What else can we do at local level to realise our strategic priorities?

3

Quality - To ensure we deliver the best possible quality, compliant services by:



3a. Fostering a culture of excellence, respect & learning

3b. Embedding a clear and accountable governance structure

3c. Supporting each service and each staff member to deliver continued quality improvement, measured through outcomes

3d. Using our knowledge and experience of delivering community based care to positively influence policy development and decision making nationally

What is happening currently at local level that will further progress our strategic priorities?

What else can we do at local level to realise our strategic priorities?

4

Resources - To create a culture of efficiency that makes the best use of resources in all of our services by:



4a. Providing timely access to accurate information to support informed decision making throughout the organisation

4b. Tailoring service plans to meet current & future demographic need

4c. Ensuring that available resources are used in the most effective way to achieve best possible outcomes

4d. Ensuring that we have access to appropriate levels of resource

What is happening currently at local level that will further progress our strategic priorities?

What else can we do at local level to realise our strategic priorities?

Empty response box for local level progress.

Empty response box for local level actions to realise priorities.

5

Health and Wellbeing - To improve the health of all who live in Cork and Kerry by:



5a.

Providing the information, awareness, and opportunities to enable everyone to maximise their personal health & wellbeing

5b.

Maximising our staff as ambassadors for Health and Wellbeing

5c.

Leading by example in the promotion of health and wellbeing in all our facilities

What is happening currently at local level that will further progress our strategic priorities?

What else can we do at local level to realise our strategic priorities?

6

Engagement - To foster a culture of pride, confidence & trust in our services by:

- 6a. Listening to the voice of those who use our services, and their families and carers, and adapting our plans to respond to their needs**
- 6b. Improving staff engagement through collaboration and the development of shared goals**
- 6c. Frequently, effectively and honestly communicating with our staff and stakeholders**
- 6d. Developing strong partnerships outside our own organisation through effective engagement with wider partners and stakeholders**

What is happening currently at local level that will further progress our strategic priorities?

What else can we do at local level to realise our strategic priorities?