



Feidhmeannacht na Seirbhíse Sláinte
Health Service Executive

Oifig an Stiúirthóra Náisiúnta, Acmhainní Daonna
Feidhmeannacht na Seirbhíse Sláinte
Ospidéal Dr. Steevens'
Baile Átha Cliath 8

Office of the National Director of Human Resources
Health Service Executive
Dr. Steevens' Hospital
Dublin 8

All Queries to
Info.t@hse.ie
Tel: (01) 662-6966

HSE HR Circular 001/2014

17th January 2014

**To: Each Member of Leadership Team, HSE;
Each Regional Director of Performance and Integration, HSE;
Each Assistant National Director of Human Resources, HSE;
Each Employee Relations Manager, HSE**

C.C: Frances Spillane, Assistant Secretary, Department of Health.

From: Barry O'Brien, National Director of Human Resources.

Date: 17th January 2014

**Re: Public Service Stability Agreement 2013-2016 (“Haddington Road Agreement”)
HSE Assurance Process**

Colleagues,

The delivery of high quality healthcare is dependent on a significant contribution from each member of staff working in the public health service. Over the coming year there will be a focused approach to the management of workforce in order to deliver on the objectives of the HSE Service Plan 2014, whilst controlling payroll and related costs.

A significant challenge is that Government policy on public service numbers requires that, by the end of 2014, the health service operates with a workforce of approximately 98,000 whole time equivalent staff (WTEs). Achieving this while frontline staff are recruited and development posts progressed requires a reduction of nearly 3,600 WTE during the course of 2014.

Taking this into account, the Public Service Stability Agreement 2013-2016 (the Haddington Road Agreement (HRA)) is the key enabler to further reduce the cost of labour, deliver cost reductions and payroll savings and to support the implementation of the health service change agenda in 2014.



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All Queries to: Individual employees who have queries in relation to the application of this Circular must contact their local Employee Relations/HR Department

Queries from HR and Employee Relations in relation to the implementation of this Circular please contact: Corporate Employee Relations Services, HSE HR Directorate, 63-64 Adelaide Road, Dublin 2, Tel: 01-662 6966, email info.t@hse.ie

Patient care is at the heart of any health service and is essential that the health service maximises all available resources to best support patient care over the full 24/7 period.

HRA

The HRA provides significant enablers and provisions to extract savings and reduce the overall cost base in health service delivery in the context of the ongoing reform and reorganisation of health services.

Each service manager must therefore review their current service delivery model to ensure that they are making best use of the provisions of the HRA to ensure that services are delivered in the most cost effective and efficient manner. Service managers at all levels are accountable for the delivery of HRA within their own organisations and workforce.

HRA enablers available to support service managers in implementing change include:

- Work practice changes for identified health disciplines,
- Systematic reviews of rosters, skill mix and staffing levels;
- Further productivity increases including additional working hours;
- Increased use of redeployment;
- Greater use of shared and combined services, coupled where necessary, in terms of costs and efficiency, to the use of external sourcing in order to deliver cost-effectiveness and best value for money, while protecting frontline service delivery;
- Introduction of the Nursing/Midwifery Graduate Programme;
- Introduction of the Support Staff Intern Scheme;
- Targeted voluntary redundancy, arising from restructuring and review of current service delivery methods and the Incentivised Career Break; and
- Greater integration of the human resource functions of the statutory and voluntary sectors to remove duplication, achieve better efficiencies and allow for greater use of shared services within and across emerging structures.

Assurance Group

To monitor and support the delivery of the sustainable cost reductions required by the HRA while maintaining and promoting delivery of high quality health services, the Director General and HSE Leadership Team have established a national Assurance Group.

The Assurance Group will engage with service managers to monitor and support delivery of the HRA against a backdrop of identified specific targeted savings to be delivered in 2014. The Group will ensure that nominated service managers maximise the provisions of the HRA and that required measures are identified and implemented at the earliest possible time.

The Assurance Group will provide the HSE Leadership Team with an objective assurance of the delivery of the enablers provided by the HRA.

The Group will work with professional objectivity in gathering, evaluating and communicating information, making a balanced assessment of all the relevant circumstances. The Assurance Group members will act independently and without accountability for the services that they are assuring.

Assurance Group Operating Procedures

The following sets out key elements of the Assurance Group's operating procedures:

- Service managers nominated by each National Director will be required to ensure completion of the attached template (Appendix 1) on a monthly basis to enable assessment and measurement of all of the enablers within the HRA.
- One template should be completed for each of the four Regions (Dublin North East, Dublin Mid Leinster, West and South) by Division. Instructions for completion of the template are set out at Appendix 2.
- Variances from target will be identified, analysed, evaluated and explored by the Assurance Group.
- Nominated service managers will be required to identify a suite of options in order to maximise the benefits to ensure an evidence based approach that will deliver the greatest efficiencies possible from the available resources.
- The Assurance Group will undertake specific site visits to discuss these options and action plans.
- Whilst the nominated service managers are required to submit Regional returns, they are advised to ensure completion of a template for each unit within each Region to give sufficient visibility behind the data provided.

The success of the Assurance Group is dependent upon the reliability of the data provided. In order to achieve this, the nominated service managers will be expected to:

- give sufficient visibility behind the data provided;
- demonstrate that HRA enablers are being implemented to achieve the desired objectives;
- demonstrate that there is a process in place for delivering the required objectives;
- demonstrate understanding and ownership of the risks pertaining to implementation of the HRA in their service area;
- demonstrate understanding of the consequences of failing to deliver the objectives of the HRA; and
- explain the process for eliminating or reducing the variances from target, together with a timescale for doing so.

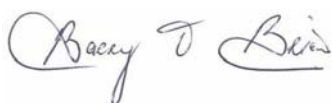
The aim of the assessment exercise will be to determine whether there is sufficient probity to assure the Leadership Team that services are implementing the provisions.

The Assurance Group will report at regular intervals to the National Director of Human Resources, the Chief Financial Officer and the HSE Leadership Team on assessments undertaken, and identify whether compliance is achieved or not achieved. Reports will contain the Assurance Group's overall conclusion, supported by sufficient, reliable, relevant and useful information.

The Assurance Group will contact the National Directors' nominated representatives directly in the coming days regarding completion of the template, by Division and Region.

Yours Sincerely,

Yours sincerely,



Barry O'Brien
National Director of Human Resources

APPENDIX 1

Public Service Stability Agreement 2013-2016 Assurance Reporting Template

Reporting period: _____ **Division:** _____ **Region:** _____

WTE reduction							
	WTE July 2013	Current WTE	Current WTE vs July 2013 WTE variance	Value of savings generated € - Attributable to HRA - Annualised Impact	Value of savings generated € - Attributable to HRA - Impact in 2013	Comment	
Medical/Dental							
Nursing							
Health & Social Care Professionals							
Management/Admin							
General Support Staff							
Other Patient & Client Care							
Total							

Additional hours							
	Additional hours available July 2013	Hours currently rostered	Current hours vs additional hours available variance	Value of savings generated € - Attributable to HRA - Annualised Impact	Value of savings generated € - Attributable to HRA - Impact in 2013	Comment	
Medical/Dental							
Nursing							
Health & Social Care Professionals							
Management/Admin							
General Support Staff							
Other Patient & Client Care							
Total							

Review of rosters since July 2013							
	No of reviews completed	Yield of review in WTE	Value of savings generated € - Attributable to HRA - Annualised Impact	Value of savings generated € - Attributable to HRA - Impact in 2013	Comment		
Medical/Dental							
Nursing							
Health & Social Care Professionals							
Management/Admin							
General Support Staff							
Other Patient & Client Care							
Total							

APPENDIX 1

Review of skill mix since July 2013							
	No of reviews completed	Yield of review in WTE	Value of savings generated € - Attributable to HRA - Annualised Impact	Value of savings generated € - Attributable to HRA - Impact in 2013			Comment
Medical/Dental							
Nursing							
Health & Social Care Professionals							
Management/Admin							
General Support Staff							
Other Patient & Client Care							
Total							
Reduction in Sunday working since July 2013							
	No of hours rostered on Sundays June 2013	Current hours rostered on Sundays	Sunday current working hours vs June 2013 hours variance	Value of savings generated € - Attributable to HRA - Annualised Impact	Value of savings generated € - Attributable to HRA - Impact in 2013		Comment
Medical/Dental							
Nursing							
Health & Social Care Professionals							
Management/Admin							
General Support Staff							
Other Patient & Client Care							
Total							
Overtime expenditure since July 2013							
	Overtime expenditure YTD June 2013	Overtime expenditure YTD December 2013	Comparison July - Dec 2013 to First six months 2013	Value of savings generated € - Attributable to HRA - Annualised Impact	Value of savings generated € - Attributable to HRA - Impact in 2013		Comment
Medical/Dental							
Nursing							
Health & Social Care Professionals							
Management/Admin							
General Support Staff							
Other Patient & Client Care							
Total							
Agency expenditure since July 2013							
	Agency expenditure June 2013	Agency expenditure since June 2013	Comparison July - Dec 2013 to First six months 2013	Value of savings generated € - Attributable to HRA - Annualised Impact	Value of savings generated € - Attributable to HRA - Impact in 2013		Comment
Medical/Dental							
Nursing							
Health & Social Care Professionals							
Management/Admin							
General Support Staff							
Other Patient & Client Care							
Total							

APPENDIX 1

Overtime expenditure 2014								
	Overtime expenditure Jan	Overtime expenditure Feb	Overtime expenditure March	Value of savings generated € - Attributable to HRA - Annualised Impact	Value of savings generated € - Attributable to HRA - Impact in 2014	Comment		
Medical/Dental								
Nursing								
Health & Social Care Professionals								
Management/Admin								
General Support Staff								
Other Patient & Client Care								
Total								
Agency expenditure 2014								
	Agency expenditure Jan	Agency expenditure Feb	Agency expenditure March	Value of savings generated € - Attributable to HRA - Annualised Impact	Value of savings generated € - Attributable to HRA - Impact in 2014	Comment		
Medical/Dental								
Nursing								
Health & Social Care Professionals								
Management/Admin								
General Support Staff								
Other Patient & Client Care								
Total								
Nurse graduate programme since July 2013								
New appointments WTE								
WTEs appointed since previous month								
Value of savings generated € - Attributable to HRA - Annualised Impact								
Value of savings generated € - Attributable to HRA - Impact in 2014								
Support staff intern scheme since July 2013								
New appointments WTE								
WTEs terminated previous month								
Value of savings generated € - Attributable to HRA - Annualised Impact								
Value of savings generated € - Attributable to HRA - Impact in 2014								
Incentivised Career Break Scheme since July 2013								
WTEs released since July 2013								
WTEs appointed subce previous month								
Value of savings generated YTD €								
Value of savings generated € - Attributable to HRA - Annualised Impact								
Value of savings generated € - Attributable to HRA - Impact in 2014								
WTEs terminated since July 2013								
WTEs terminated previous month								
Value of savings generated € - Attributable to HRA - Annualised Impact								
Value of savings generated € - Attributable to HRA - Impact in 2014								

APPENDIX 1

Redeployments since July 2013							
WTEs redeployed in							
WTEs redeployed out							
Value of savings generated € - Attributable to HRA - Annualised Impact							
Value of savings generated € - Attributable to HRA - Impact in 2014							
Work-sharing reviews since July 2013							
Variance in WTE since July 2013							
Value of savings generated € - Attributable to HRA - Annualised Impact							
Value of savings generated € - Attributable to HRA - Impact in 2014							
Outsourcing since July 2013							
WTEs outsourced since July 2013							
WTEs outsourced previous month							
Value of savings generated € - Attributable to HRA - Annualised Impact							
Value of savings generated € - Attributable to HRA - Impact in 2014							
Annual increments (since July 2013)							
Number of increments impacted							
Value of savings generated € - Attributable to HRA - Annualised Impact							
Value of savings generated € - Attributable to HRA - Impact in 2014							
Grade rationalisation since July 2013							
Number of reviews completed							
Value of savings generated € - Attributable to HRA - Annualised Impact							
Value of savings generated € - Attributable to HRA - Impact in 2014							
Other initiatives delivered under agreement since July 2013							
Initiative one (give details and savings generated YTD)							
Value of savings generated € - Attributable to HRA - Annualised Impact							
Value of savings generated € - Attributable to HRA - Impact in 2014							
Initiative two (give details and savings generated YTD)							
Value of savings generated € - Attributable to HRA - Annualised Impact							
Value of savings generated € - Attributable to HRA - Impact in 2014							
Initiative three (give details and savings generated YTD)							
Value of savings generated € - Attributable to HRA - Annualised Impact							
Value of savings generated € - Attributable to HRA - Impact in 2014							
Overall Value of savings generated € - Attributable to HRA - Annualised Impact							
Overall Value of savings generated € - Attributable to HRA - Impact in 2014							
Overall Value of savings generated € - Attributable to HRA - Annualised Impact - Since LAST Reporting Period							

**Instructions for completion of the Public Service Stability Agreement 2013-16
Reporting Template.**

1. Background

The reporting template must be completed on a monthly basis by the Divisional nominee in order to monitor implementation of the Public Service Stability Agreement 2013-16 (“Haddington Road Agreement”) and the required savings.

2. Focus

The template is a critical health services report used both internally and externally. It is important that these instructions are followed and that the template is returned by XX of each month so that implementation can be reported within the time allowed. Data quality and accuracy is essential for your returns and there should be continuous data cleanup around all aspects of reporting. This reporting plays a critical part in decision-making at national, regional and local level and also in monitoring health sector performance in the context of Government policy on public service costs.

3. Wholetime Equivalent [WTE]

WTE is calculated on the basis of the number of hours worked in the most recent pay period prior month end divided by the standard number of hours worked over that period, in accordance with the instructions for completing the Health Service Personnel Census.

4. Assistance & Returns

Any queries in relation to these instructions and templates may be directed to:
HR Employee Relations Advisory & Assurance Team
HR Directorate
HSE
63-64 Haddington Road
Dublin 2
norah.mason@hse.ie

Or

Margaret Tobin
Corporate Reporting and Budgeting
Finance Directorate
HSE
Oak House
Millennium Park
Naas
Co Kildare
margaret.tobin@hse.ie

Reporting is a monthly requirement. Please forward your completed template by email [no later than XX of the following month] to:

norah.mason@hse.ie.