



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

Teil/Tel: (01) 635 2319  
Rphost/ E-mail: nationalhr@hse.ie

MEMO

**To: Directorate and HSE Leadership Team**

**From: Rosarii Mannion, National Director HR**

**Date: 20<sup>th</sup> March, 2019**

**Re: Draft People Strategy 2019 – 2024 – Leaders in People Services**

Dear Colleagues,

As you will recall in February 2018 we commissioned a review of the *People Strategy 2015–2018* in the context of alignment with *Sláintecare*, Public Reform 2020 and the emerging Corporate Plan. It was recommended at the time that an appropriate approach would be to **review** progress, **refocus** efforts and **refresh** the Strategy in line with future requirements across the system. A detailed communication and engagement plan was mapped out in line with the Health Services Change Guide and a wide spread consultation process commenced. This development process is outlined in Appendix 1.

The outcome of the development process resulted in 'refreshed' People Strategy priorities (Appendix 2) and revision of the framework. The core themes which have emerged are **Leadership, Talent and Capability**. The focus has shifted in each priority to reflect future requirements and emphasis has also been given to service / human centred design, integration and HR digital transformation. Ensuring alignment to the *Sláintecare Action Plan* and emerging Corporate Plan will be part of the final proofing process.

The development process has clearly signalled the need to renew our focus on the **end-to-end employee experience** and from a HR perspective to focus on more considered and focused customised solutions delivered to meet the needs of local services / the local context in the timely manner. This requires us as collective leaders to ensure our services are more aligned and connected.

At this point I am sharing the draft *People Strategy 2019 – 2024* with you for your consideration. We have also developed a very detailed draft Action Plan to accompany the People Strategy with additional sub actions, identification of responsibilities, dependencies, deliverables and timeframes. It is essential that the revised People Strategy supports implementation of the *Sláintecare Action Plan* and enables delivery of the Corporate Plan.

Your views / feedback on the attached would be greatly appreciated as collectively we seek to deliver on our ambition *“to create an exceptional employee experience that engages the **talent** and nurtures and **capability** of all individuals and teams, and collectively **leads** for high performance.”*

Should you require any further information or clarification, please do not hesitate to contact me.

With kindest regards,



**Rosarii Mannion**  
**National Director of Human Resources**

## **Appendix 1: Development Process**

### **People Strategy 2019 -2024**

In February 2018 the HSE and HR Leadership Teams commissioned a review of the *People Strategy 2015–2018* in the context of alignment with Sláintecare, Public Reform 2020 and the emerging Corporate Plan. It was recommended at the time that an appropriate approach would be to **review** progress, **refocus** efforts and **refresh** the Strategy in line with future requirements across the system. This development process included the following:

- Communication regarding the intent to refresh the People Strategy and to engage in a whole organisation consultation process. Request for support for the development process from leaders and staff across the system.
- Performance data was collated and analysed to track progress and create a baseline on HR practices. An in-depth analysis was also carried out to ensure the refreshed People Strategy was based on a solid foundation of practice based, experiential and evidence informed data.
- Detailed review of the literature undertaken on future trends in HR. A literature review was also commissioned from CIPD to ensure alignment with best practice.

### **Engagement and Consultation Process**

- Request across the system both internally and externally was issued for submissions to inform the revision of the Strategy.
- A whole organisation **People Strategy Survey** was carried out to reach staff in all locations, gather baseline data and identify HR priorities from a user perspective.
- A series of **face-to-face consultation sessions** took place across the country in **twelve locations** to inform the process of co-design of the refreshed Strategy.
- **Broadcasts** were issued to all employees in the Health Service advising of the People Strategy Survey and opportunities to participate in locally held workshops.
- To supplement the broadcasts a detailed **information sharing process** was conducted supported by local HR managers to ensure staff were aware of the opportunities to participate in the review process.
- This process of consultation was locally led by senior managers and supported by members of the national HR team.
- Members of the HR Leadership Team also agreed a process to engage with the wider HR family in the voluntary and community sectors.
- The survey responses and themes emerging from the consultation sessions were analysed and a detailed report completed.

### **Determining the detail of the revised People Strategy**

The significant level of data that emerged from the survey, consultation sessions, in-depth analysis combined with the Literature Review formed the basis for drafting the refreshed People Strategy. To progress the co-design process an interactive workshop with HR leaders took place in September 2018. Following this session a draft version of the People Strategy emerged aligned to each of the proposed priorities. HR Leadership Team members in consultation with team colleagues submitted further documentary evidence and organised additional workshops with service delivery colleagues on specific topics. Others reviewed detailed

actions plans that were emerging in their areas of responsibility to ensure alignment i.e. health and wellbeing, engagement, leadership education and talent development etc. All the data received was combined to assess for interdependency/overlap and to determine if the priorities required revision and updating. The data was also cross checked and proofed in terms of data emerging from the *National Patient Experience Survey, 2018*, the *Staff Survey 2018* and other relevant organisational strategic planning documentation. The revised Strategy was shared at various stages in draft format for feedback and refinement.

### **March 2019 – draft *People Strategy 2019-2024***

**Draft People Vision:** An exceptional employee experience that engages the talent and nurtures the capability of all individuals and teams, and collectively leads for high performance.

**Draft People Mission:** Providing professional HR services to transform the organisation’s capability and create an environment that supports and values staff as team members.

The outcome of the development process has resulted in ‘refreshed’ People Strategy priorities (Appendix 2) and revision of the framework. The core themes which have emerged are **Leadership, Talent and Capability**. The focus has shifted in each priority to reflect future requirements and emphasis has also been given to service / human centred design, integration and HR digital transformation. Ensuring alignment to the Slaintecare Action Plan and emerging Corporate Plan will be part of the final proofing process.

## **Appendix 2: People Strategy Priorities (draft March 2019)**

### **Priority 1 LEADERSHIP AND CULTURE – collectively leading change**

*Leaders at all levels, working collectively toward a common purpose, creating a caring and compassionate culture, nurturing talent and inspiring innovation and excellence throughout the system.*

- Lead change – add value
- Improve capacity
- Be accountable

### **Priority 2 EMPLOYEE EXPERIENCE – focus on wellbeing and engagement**

*A meaningful and safe work culture exists where staff are engaged, feel valued, are emotionally connected, provide services they are proud of and are supported to take responsibility for their own health and wellbeing.*

- Improve staff wellbeing
- Value staff voice
- Increase staff influence

### **Priority 3 CAPABILITY AND TALENT – invest in people and teams**

*A culture that prioritises learning and development to ensure we have the capability and capacity at individual and team levels to confidently deliver person-centred care, problem solve and innovate safer better healthcare.*

- Invest in capability and learning
- Invest in people and teams
- Invest in personal and professional development
- Invest in e-learning and innovation

### **Priority 4 WORKFORCE PLANNING AND INTELLIGENCE – understand our people**

*Evidence-based workforce planning in place to build a sustainable workforce supported and enabled to deliver on future service needs.*

- Implement strategic workforce planning
- Build capacity for workforce planning
- Invest in people analytics

### **Priority 5 SERVICE DESIGN AND INTEGRATION – co-design for future needs**

*Workforce is optimised and service design is fit for purpose to meet the needs of service users and staff in a complex and evolving integrated health and social care system.*

- Support workforce transformation and service design
- Facilitate workforce and service flexibility
- Plan for progression and succession

## **Priority 6      PERFORMANCE ACCOUNTABILITY – deliver staff and public value**

*Staff and teams are clear about roles, relationships and responsibilities and are supported to channel their energy and maximise individual and collective performance to add value and impact for service users.*

- Be accountable for performance
- Develop performance capacity and capability
- Strengthen employee relations
- Measure performance

## **Priority 7      NETWORK AND PARTNER – optimise the whole system**

*Relationships with service users, families, citizens, staff and other key stakeholders are developed, and networks established to improve personal experiences, deliver better healthcare and public value for local communities.*

- Partner with service users and local communities
- Partner with stakeholders/service providers
- Create networks

## **Priority 8      e-HR AND DIGITAL TRANSFORMATION – connect and innovate**

*Contribution to digital business transformation enabled by HR by fostering the development of a digital culture across the organisation, integrating existing systems, enabling a digital workplace and a digital workforce.*

- Enable productivity and efficiency
- Support connectivity
- Develop digital competency

## **Priority 9      Professional HR SERVICES – focus on people and relationships**

*Responsive and competent HR services designed to create value and impact as defined by the delivery system and positioned to deliver organisational priorities.*

- Lead HR services
- Implement HR model of service delivery
- Strengthen HR governance and oversight
- Provide HR corporate support