

Final Working Draft dated July 17th 2019



We wish to acknowledge the significant level of investment and support for the implementation of our first People Strategy 2015-2018.

We have put in place a strong foundation that will serve us well in delivering the next phase of implementation of the People Strategy.



Leadership: our Health Services **Leadership Academy** is established to lead, influence and develop leadership standards, practices and succession management through a range of programmes delivered nationally and at local level; organisational policy on change endorsed by HSE leadership and Trade Unions – **People's Needs Defining Change – Health Services Change Guide**, **HSELand** continues to develop and offer innovation e-learning programmes and resources.

Staff Engagement: our Health Sector National **Staff Surveys**, 2016 and 2018 and our **staff engagement fora** throughout the country have provided critical information to inform service improvements; ongoing focus on diversity, equality and inclusion; **Grad Link** Programme established.

Workforce Planning: we have focused on comprehensive workforce planning and the use of data and evidence to inform decision making and future scanning of needs.

Performance: our Excellence Awards have showcased service initiatives, we have prioritised **Coaching** as a key development offering for staff; our **Mentoring** programmes have expanded, our **National Investigations Unit** is established; focus on **anti-bullying** being progressed.

Staff Health and Wellbeing: continues to be prioritised as we develop the range of supports available.

HR Professional Services – significant emphasis on HR policies. Our focus on providing accessible assistance to staff through '**help desks**' and advisory services is on-going. Improved communication through HR Monthly Report and HR Newsletters etc.

Achieved **Excellence Through People** accreditation – NSAI Standards

Received **awards** from CIPD, IITD, ICF, HR Management and Leadership Awards and others

Above are for illustration purposes only – sample of some of the achievements within HR acknowledging that much more has been delivered as outlined in HR Monthly Reports and other reporting systems.



Development Process

In February 2018 the HSE and HR Leadership Teams commissioned a review of the *People Strategy 2015–2018* in the context of *Sláintecare, Our Public Service 2020* and HSE corporate priorities. It was recommended that an appropriate approach would be to **review** progress, **refocus** efforts and **refresh** the People Strategy in line with future needs across the system.

- **Communication** commenced on the plans to refresh the People Strategy and to engage in a whole organisation consultation process.
- **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** was undertaken on future trends in HR. A literature review was completed by CIPD to ensure alignment with best practice.

Engagement and Consultation

- **Submissions** from across the system, both internally and externally, were received at different stages.
- 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 in 12 locations across the country to inform the process of co-design.
- **Broadcasts** were issued to employees across the Health Service outlining opportunities to take part in the survey and locally held workshops.
- Detailed **information sharing process** was carried out supported by local HR managers to ensure staff were aware of the opportunities to take part in the review process.
- This process of **consultation** was locally led by senior managers and supported by members of the national HR team.
- HR Leadership Team members 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.

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 draft action plans related to their areas of responsibility to ensure alignment.

The data received was combined to assess for interdependency and to determine if the priorities needed revision and updating. The data was also cross-checked and proofed in terms of findings emerging from the *National Patient Experience Survey, 2018*, the *Health Sector National Staff Survey 2018* and other relevant organisational strategic planning documentation.

Outcome – refreshed People Strategy 2019–2024

The outcome of the development process resulted in a refreshed People Strategy and associated priorities. The core themes which emerged were **Leadership, Talent and Capability**. The focus shifted in each priority to reflect future needs and an increased emphasis on service/human-centred design, integration and HR digital transformation. Ensuring alignment to goals and strategic actions in *Sláintecare* formed part of the final proofing process.

Trends that are shaping the world of work

- **Globalisation** – increased connectivity internationally
- **Technological innovations** – shaping how we work, how we communicate and how we use data
- **Demographic changes** – diversity, mobility, population profile

Impact for the People Strategy

- Focus on end-to-end **Employee Experience**
- Deliver focused **customised solutions** in a timely manner to meet local needs and **local context**
- Reshape HR offering to one that is more aligned and connected to **front line service delivery needs** and the **needs of our employees**
- Continue to address our approaches to **recruitment and retention** with HBS and with leadership colleagues across the system

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Comprehensive review of the Literature completed by National HR - C Heslin and A Ryan – see bibliography in the PS Action Plan.

Literature review also completed by CIPD to support the People Strategy:

Chartered Institute of Personnel and Development (2019). *Review of the implications for the future of HR of the changing world of work*. <https://www.cipd.ie/knowledge/hr-fundamentals/hr/cipd-thought-leadership>

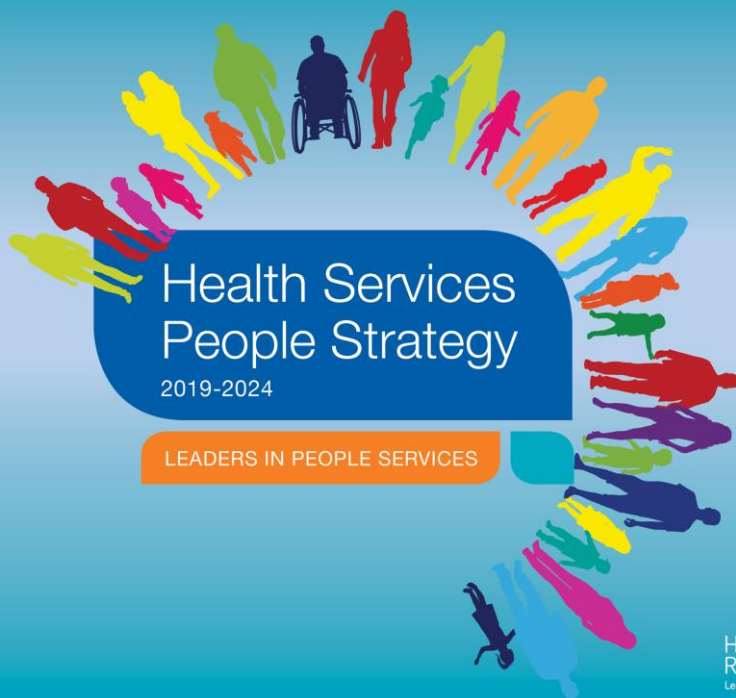
Trends shaping the quality of work – influencing the nature, quality and quantity of work
Globalisation – our networks are increasingly international, interconnected and embedded
Technological innovations and progress – reorganisation of how we work, advanced surgical / medical procedures; digital platforms offering opportunities to change how we work; growth of data and increased emphasis on people analytics
Demographic changes – increased diversity, greater mobility in work patterns, increased competition for talent, changes in population profile etc.

Impact for the People Strategy

1. Focus on end-to-end Employee Experience
2. Deliver focused customised solutions in a timely manner to meet local needs and local context
3. Reshape HR offering to one that is more aligned and connected to front line service delivery needs and the needs of our staff.
4. Continue to address our recruitment and retention approaches with leadership colleagues across the system and with HBS

See CIPD Lit Review page 11

“It is now argued that HR should ‘radically redefine the HR Strategy and the HR organisational structure’ with a focus on end-to-end employee experience; this is coined the ‘third wave HR’. This focuses on employee experience, it is argued, presents a challenge because whilst moving from ‘first-to second-wave HR was linear and predictive the step to third-wave practice is not linear nor is it predictable. Instead it requires a radical repositioning of the function which should result in fewer, more considered and focused customised solutions delivered on time in the right context (Ekhtiari 2018). This challenge requires considerable effort and intent to reshape the function into one which is more aligned and connected to the needs of employees.”





The *People Strategy 2019–2024* clearly sets out the actions to support the implementation of *Sláintecare* and our HSE Corporate Priorities.

People Strategy focuses in particular on the delivery of:

Sláintecare Strategic Action 9: Build a sustainable, resilient workforce that is supported and enabled to deliver the Sláintecare vision.

The *Sláintecare Action Plan 2019* has identified four work streams and work programmes:

1. Service Re-design and Supporting Infrastructure
2. Safe Care, Coordinated Governance and Value for Money
3. Teams of the Future
4. Sharing Progress

Work stream 3 – **Teams of the Future** – is centred on planning, building and supporting a health and social care workforce which can deliver on the *Sláintecare* reform programme, as well as initiatives which promote innovation, participation and the creation of a supportive work environment.

The HSE is committed to working with the **Sláintecare Programme Implementation Office (SPIO)** and all stakeholders to play its part in successfully delivering the vision for health service transformation in Ireland and the implementation of these changes at the frontline. These changes will include the development of six health regions / health authorities to enable the delivery of care that is designed to meet the needs of local populations.



Revised Vision and Mission are presented in this Slide

VISION: An exceptional employee experience that engages the talent and nurtures the leadership capability of all individuals and teams working together to deliver safer better healthcare.

MISSION: Provide professional HR services to transform the health services and create an environment that supports and values staff as team members.

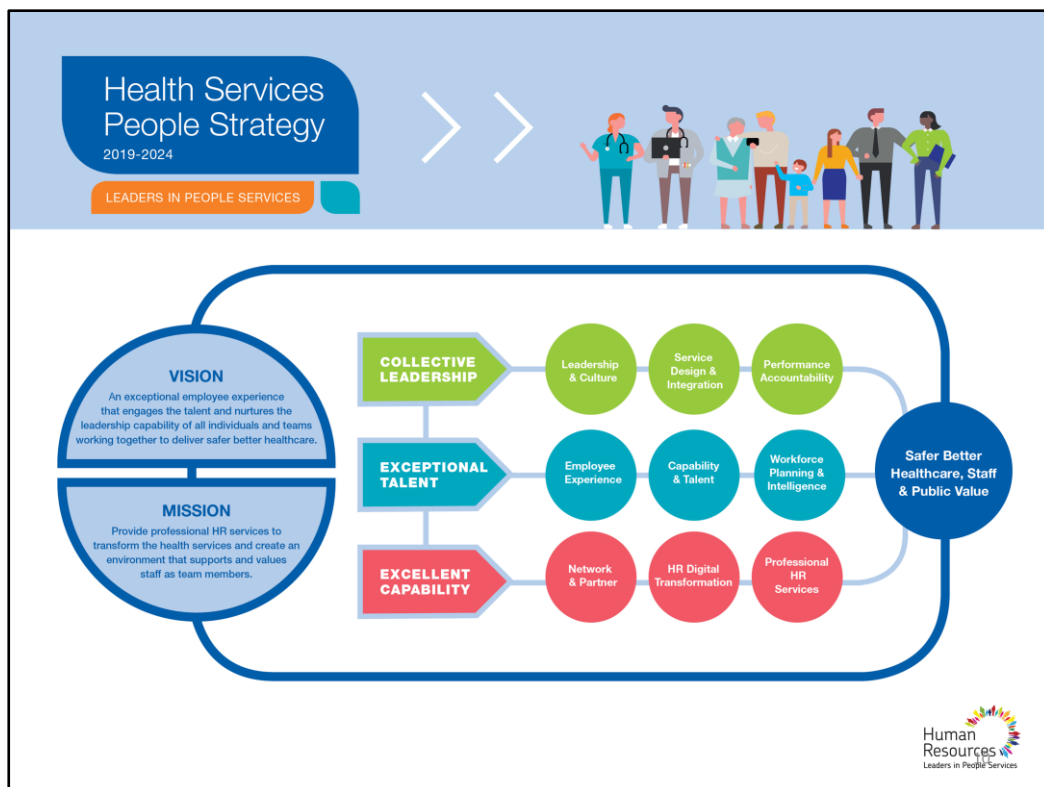


Based on the consultation process and review of the literature three key areas emerged for priority focus in the People Strategy:

Collective Leadership – taking responsibility to work together to deliver ‘**safer better healthcare**’.

Exceptional Talent – having the right people with the right blend of skills in place to deliver our services and enable the continued transition to **new models of integrated care**.

Excellent Capability – developing the knowledge, skills and confidence to continually improve and transform our services - strengthening **trust in the organisation** and delivering ‘**public value**’.



People Strategy 2019-2024 Framework Diagram

It contains:

- Vision
- Mission
- Three Core Themes as outlined in the previous slide
- Details of the **NINE priorities** linked to the three themes
- Clear outcome – delivery of safer better healthcare, staff pride and public value



9 People Strategy Priorities

1. Leadership & Culture
2. Employee Experience
3. Capability & Talent
4. Workforce Planning & Intelligence
5. Service Design & Integration
6. Performance Accountability
7. Network & Partner
8. HR Digital Transformation
9. Professional HR Services

Priority 1

LEADERSHIP AND CULTURE

**Collectively
leading change**



Priority 1 LEADERSHIP AND CULTURE



Collectively leading change

Leaders at all levels, working together towards a shared 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



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Leadership and Culture

Demonstrating connectivity to Sláintecare (Sláintecare Actions 1 and 9)

Direct transferability of this action to the HSE Corporate Plan – currently under development. From a people perspective it is 'future focused' and connects with Sláintecare and Our Public Service 2020.

This priority in particular is a '**system leadership**' priority – needs to be owned at HSE Executive level working in collaboration with leaders in the delivery system.

It represents the core leadership and culture elements that will support the development of the organisation and act as a solid reference point for the Corporate Plan.

- Collective system leadership (broader than HR) – focus on governance and accountability
- Prioritise resourcing and talent planning
- Priority focus on recruitment – working with HBS – design of geographically aligned model
- Focus on retention as an organisational priority
- Build our capacity for change to deliver on Sláintecare and organisational priorities – Health Services Change Guide connecting and complementing other approaches in the system

Priority 2

EMPLOYEE EXPERIENCE

**Focus on wellbeing
and engagement**



Priority 2 EMPLOYEE EXPERIENCE



Focus on wellbeing and engagement

A meaningful and safe work culture exists where the organisation enables healthy behaviours among staff, supporting them to take responsibility for their own health and wellbeing, and where staff feel valued, are emotionally engaged and deliver services they are proud of.



- ▶ Improve staff health and wellbeing
- ▶ Listen to our staff
- ▶ Increase staff influence

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Employee Experience – totality of the employee experience inclusive of health and wellbeing and staff engagement

Focus on the entire employee experience – along the full career pathway – this emerged as a significant theme in the literature. Balanced focus on meaningful work, hand-on management, productive and flexible work environment, growth opportunities, trust in leadership and health and wellbeing. (See Appendix E in the PS Action Plan)

Health and Wellbeing

- Physical work environment
- Psychological work environment
- Personal health resources
- Community involvement

Employee Engagement / Recognition

Increasing our staff influence – as advocates for service users and for services (enabling change from the outside in)

Priority 3
**CAPABILITY
AND TALENT**
Invest in people
and teams



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.

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



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Capability and Talent

Very linked to delivery of Sláintecare – delivery of person centred integrated care.

National frameworks enabled by local delivery – assisting us to move confidently to the new health regions / authorities with the right capability to deliver.

Recognition of the significant level of development across the system.

This action will require significant engagement with the Office of the Chief Clinical Officer (Nursing and Midwifery, HSCPs, NDTD etc); working with Digital HR transformation etc.

- Health Services Leadership Academy / LETD Strategy and Talent Development Framework
- Prioritise interventions and supports for teams
- Invest in personal and professional development
- Invest in e-learning and innovation – creative approaches (HSELand etc)

Priority 4

**WORKFORCE
PLANNING AND
INTELLIGENCE**

**Understand
our people**



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 data and analytics**



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Workforce Planning and Intelligence

Building on what is in place and deepening our understanding of 'our people' – WFP underpins and integrates into all our planning activities.

Strategic workforce planning – requirement for collaboration across the system

Building capacity for workforce planning – supporting managers to develop the required skills and knowledge in relation to WFP; connecting with WFP networks across the system to build on synergies

Investing in people data and analytics – better utilisation of data on our people to inform planning and decision making; connecting with other business functions and improving our systems of measurement and reporting.

Priority 5

SERVICE DESIGN AND INTEGRATION

**Co-design for
future needs**



Priority 5 SERVICE DESIGN AND INTEGRATION



Co-design for future needs

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

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



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Service Design and Integration

- **Scale up our skills in service design** – reference to focus on **human-/person-centred design**; meeting needs of new models of care, **integrated care pathways** – significant references in Sláintecare to models of care; see also the work of the HSE Clinical Strategy and Programmes; establishment of new health regions and Community Healthcare Networks – learning sites being set up etc. Significant agenda of service transformation and re-design – from a HR perspective our focus needs to be on the implications for our workforce, the impact for people and teams.
- **Facilitate flexibility** – significant theme that emerged in the literature and from consultation process; putting in place arrangements that are responsive to changing population and service needs and the needs of our staff; exploring opportunities offered by technology and balancing the people impact etc.
- **Address progression and succession for staff** (lateral moves as well as vertical moves in people's careers)
 - Prepare for changes in career structures
 - Support advanced and enhanced practice development skills
 - Attend to succession management

Recent example of a new policy from DOH: “A Policy on the Development of Graduate to Advanced Nursing and Midwifery Practice” launched July 2019

Priority 6

**PERFORMANCE
ACCOUNTABILITY**

**Deliver staff and
public value**



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 team performance to add value and impact for service users.



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

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Performance Accountability

We made a commitment under the PS Action 1.6 *“to strengthen leaders’ capacity to deliver public value by implementing robust governance and accountability arrangements as close as possible to the point of service delivery with citizen and service user involvement and a clear connection with the front line”*

- Demonstrate **good governance through behaviour**- building trust and confidence
 - Developing personal and professional accountability arrangements – clarity of roles, setting out decision making authority
 - Support the work of the **National Investigations Unit** - maintain its independence and support best practice governance arrangements
- **Focus on performance achievement** – work is on-going to implement the process; importance of performance feedback for staff
 - Support improved **team performance**
 - **Managing performance** – on the job feedback; addressing behaviour or conduct that is likely to have a negative impact on patient safety or on team colleagues.
- **Strengthen employee relations**
 - Planned and future focused approach to national negotiations / agreements
 - Positioning employee relations to offer a proactive, timely service to managers
 - Mediation
 - Continue to address diversity, equality and inclusion – mainstream throughout the system
- **Measure performance**
 - Robust accountability measures in line with the Performance Accountability Framework
 - Added value of HR
 - Implementation of HR standards and policies
 - HR Early Warning System – identifying patterns and risk and taking action

Priority 7

NETWORK AND PARTNER

**Optimise the
whole system**



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 safer better healthcare and public value for local communities.

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



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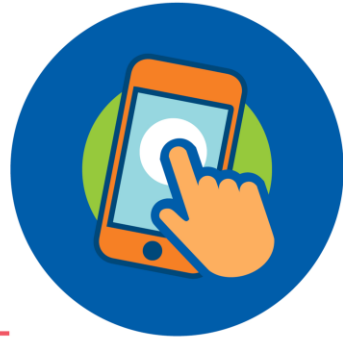
Network and Partner - optimise the whole system

- **Putting people's needs at the centre** – partnering with our service users, families and communities – focus on co-production, mobilise social action and active citizen engagement; attending to our corporate social responsibilities
- **Partnering with our key stakeholders and service providers** - DOH, DPER, Voluntary Bodies, Academic Sectors, Trade Union / Staff Representative Bodies etc.; developing our **commissioning standards and practices**
- **Creating networks** – reflecting the changing world of work – networked team, strengths of our voluntary and community partners, use of social networking technologies and platforms etc.

Priority 8

HR DIGITAL TRANSFORMATION

**Connect and
innovate**



Priority 8 HR DIGITAL TRANSFORMATION



Connect and innovate

HR contribution to creating a digital culture and workforce enabled through the development of digital skills and the integration of existing systems.

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



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HR Digital Transformation – focus on e-Health/telehealth etc.

- Priority focus on HR Digital Transformation - to enable productivity and efficiency
 - Digital Workforce Plan – supporting our teams to embrace technology and keep pace with advancements in science and technology
 - HR Digital Action Plan with colleagues
- Optimising eHealth and technology to make progress
- Developing our digital skills and competencies

Priority 9

**PROFESSIONAL
HR SERVICES**

**Focus on people
and relationships**



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



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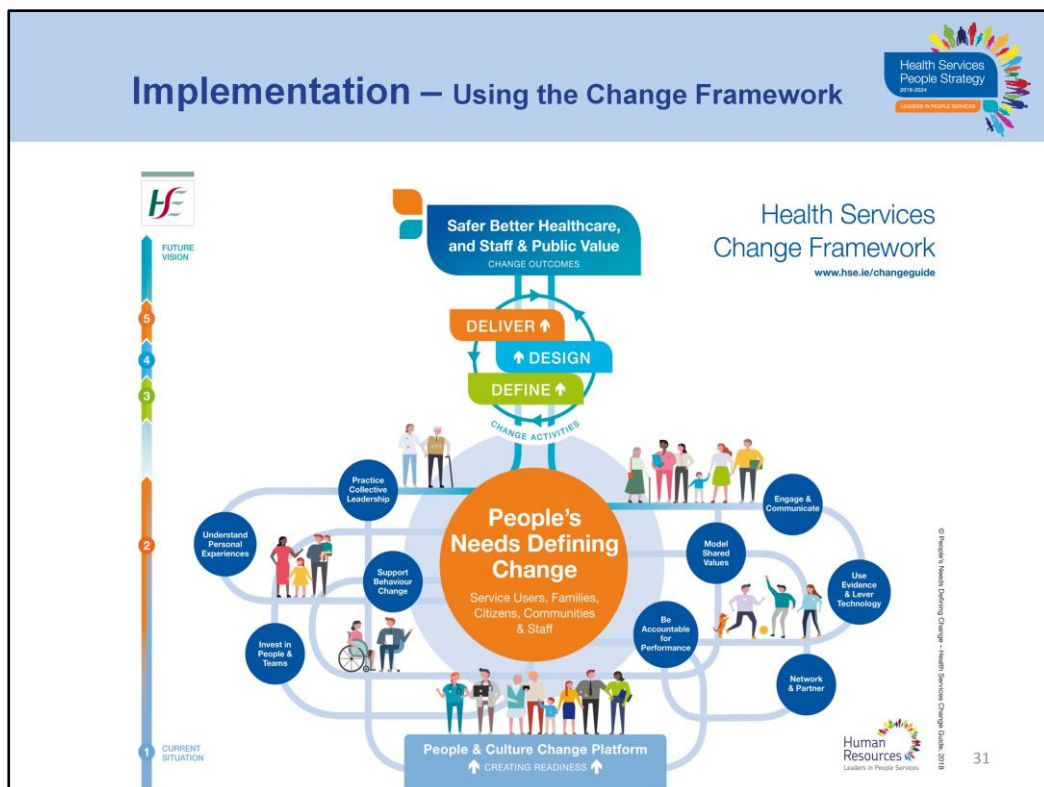
Professional HR Services

- **HR as a strategic business partner** - delivering a **cohesive and influential services**; developing the competencies and HR professionals
- Implementing the agreed **HR Model** – priority focus on delivery of HR services as close as possible to the front line – learning from the literature on customised HR offerings delivered in a local context; optimising the relationship with HBS; critical role of line managers
- **Strengthening HR governance and oversight** – policy and standards, audit, research and regulatory compliance
- **Providing HR corporate services** (service planning, managing risk, financial oversight, compliance, SLAs, addressing GDPR etc). Enhanced communication and digital competency within HR etc.



Note

- People Strategy is a whole organisation strategic plan for people services (broader than HR)
- **Inter-dependency of the Actions** – while the intention is to assign primacy of ownership, there will be **cross cutting actions** and a requirement for collaboration etc.
- Implementation can only be delivered through partnership working between HR Leaders in the delivery system and nationally, focused at all times on the needs of our front line staff and teams who are our connection to the communities we are here to serve – “we need to build our collective efforts to put the people who deliver our services and those who receive it at the heart of everything we do.” Rosarii Mannion, July 2019
- Will require broader investment and ownership across the system



The **Health Services Change Framework** will guide the implementation process.

Priority emphasis on the people and culture change platform to create readiness and the conditions for change.

The People Strategy identifies 'what' we need to focus on.
The Change Guide identified 'how' we can bring about the change and service improvements.

Action Plan for Implementation



Priority 1 LEADERSHIP AND CULTURE – collectively leading change

Outcome

Leaders at all levels, working together towards a shared purpose, creating a caring and compassionate culture, nurturing talent and inspiring innovation and excellence throughout the system.

	Actions/sub-actions	Dependencies and resources	Deliverables/ key performance indicators	Person(s) responsible	Time frame
Lead change – add value					
1.1	Implement the People Strategy – Leaders in People Services to set direction for people services, deliver public value for local communities and staff with an emphasis on connectivity, integration and relevance with the service delivery system.				
1.1.1	Work collaboratively with the service delivery system, i.e. Community Healthcare Organisations (CHOs), Hospital Groups (HGs), National Ambulance Services (NAS); with colleagues at corporate/national level; with the Department of Health, Stáintecare Programme Implementation Office and other key partners; and with staff and representative bodies to progress implementation of the updated People Strategy taking into account the transition to the Regional Integrated Care Organisations (RICOs). Reference: Health Services Information and Consultation Agreement 2006 – sets out the process for engagement and consultation with Trade Unions and their members				

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This slide represents an extract from the **PS Action Plan**:

- The *People Strategy* is supported by a detailed Action Plan that sets out the implementation details – the people responsible, dependencies and resources, measures of performance and time scale.
- Members of the HSE Executive and HR Leadership Teams will lead the implementation of the People Strategy working with the Heads of HR and service leaders both nationally and locally.
- Primacy of responsibility for key actions is currently being identified by members of the HR Leadership Team.
- Engaging with our partner organisations and with staff and their representative bodies will be central to the implementation process.
- We will build on the engagement process that supported the development of the *People Strategy* to ensure that our service managers, clinicians and frontline staff are central to implementation.

- **People Strategy presented as a 'final working draft'**
- **Completing governance arrangements**
- **HSE Board engagement**
- **Corporate Plan alignment**
- **Completing People Strategy Action Plan**
- **Informing Service Plan 2020**

The final governance arrangements are outlined in this slide.



Health Services People Strategy

2019-2024

LEADERS IN PEOPLE SERVICES



Sample outline to assist discussion



1. Overview of the People Strategy (PS)
2. Prioritise actions for focused attention:
 - What could we do immediately and/or is currently ongoing?
 - How can we extend and add to what we are already doing
 - What are the opportunities to do new things?
 - What are the transformative / visionary actions that will really make a difference in the longer term?
3. HR supporting and enabling front line managers – what are the key messages and actions?
4. What advice would you give on communicating the PS?
What role can you take to assist this process?

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Sample questions to assist discussion on the People Strategy at team level.

Further information



For further information on the final working draft *People Strategy 2019-2024* please contact:

Business Manager, Officer of the National Director of HR, Dr. Steevens' Hospital:

Email: nationalhr@hse.ie

<https://www.hse.ie/eng/staff/resources/hrstrategiesreports/health-services-people-strategy-2019-2024-final-working-draft.pdf>.

Twitter: @HSE_HR

Contact details to be updated as required.