



Health Services People Strategy

2019-2024

LEADERS IN PEOPLE SERVICES

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The **People Strategy 2019–2024** sets out the future direction for the development of our people services across the healthcare system. It is focused on our shared purpose – to deliver services that are valued by the public and by our staff.

The three key areas are:

Leadership

Taking responsibility to work together to deliver 'safer better healthcare'.

Talent

Having the right people with the right blend of skills in place to deliver our services and enable transition to new models of integrated care.

Capability

Developing the knowledge, skills and confidence to continually improve and transform our services - strengthening trust in the organisation and delivering 'public value'.

The People Strategy will increase our capacity to deliver **Sláintecare** – signalling a new direction for healthcare in Ireland, delivering a health and social care service that meets the needs of the population and attracts and retains the very best staff.

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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.

COLLECTIVE LEADERSHIP

Leadership & Culture

Service Design & Integration

Performance Accountability

EXCEPTIONAL TALENT

Employee Experience

Capability & Talent

Workforce Planning & Intelligence

EXCELLENT CAPABILITY

Network & Partner

HR Digital Transformation

Professional HR Services

Safer Better
Healthcare, Staff
& Public Value

Implementing the People Strategy

The People Strategy is supported by an **Action Plan** that sets out the implementation details – the people responsible, measures of performance and timescale. Members of the HSE 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. 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. Their experiences and insights will help us to put in place appropriate development supports, monitor progress and strengthen our connection with the people and communities we are here to serve. **People's Needs Defining Change – Health Services Change Guide** will inform the implementation process creating the conditions for change and service improvement.

Accessing the People Strategy

- ▶ **People Strategy 2019–2024**
www.hse.ie/eng/staff/resources/hrstrategiesreports/people-strategy-2019-2024
- ▶ **People Strategy Action Plan**
Email: nationalhr@hse.ie
- ▶ **Literature review** completed 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.
www.cipd.ie/knowledge/hr-fundamentals/hr/cipd-thought-leadership
- ▶ **People's Needs Defining Change – Health Services Change Guide**
www.hse.ie/changeguide
- ▶ Follow us on Twitter: **@HSE_HR**

People Strategy Priorities



Priority 1 LEADERSHIP AND CULTURE Collectively leading change

Leaders at all levels, working together toward 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



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.

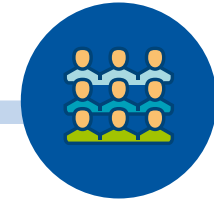
- ▶ Improve staff health and wellbeing
- ▶ Listen to our staff
- ▶ Increase staff influence



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



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



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



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



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



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



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



For further information please contact:

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