



Overview of the Human Resources Strategy and Action Plan 2007 – 2010

Atracting and Retaining the Best

Changing and Developing the Organisation

Continuously Improving Human Resources in St. Vincent's University Hospital

Engaging and Communicating

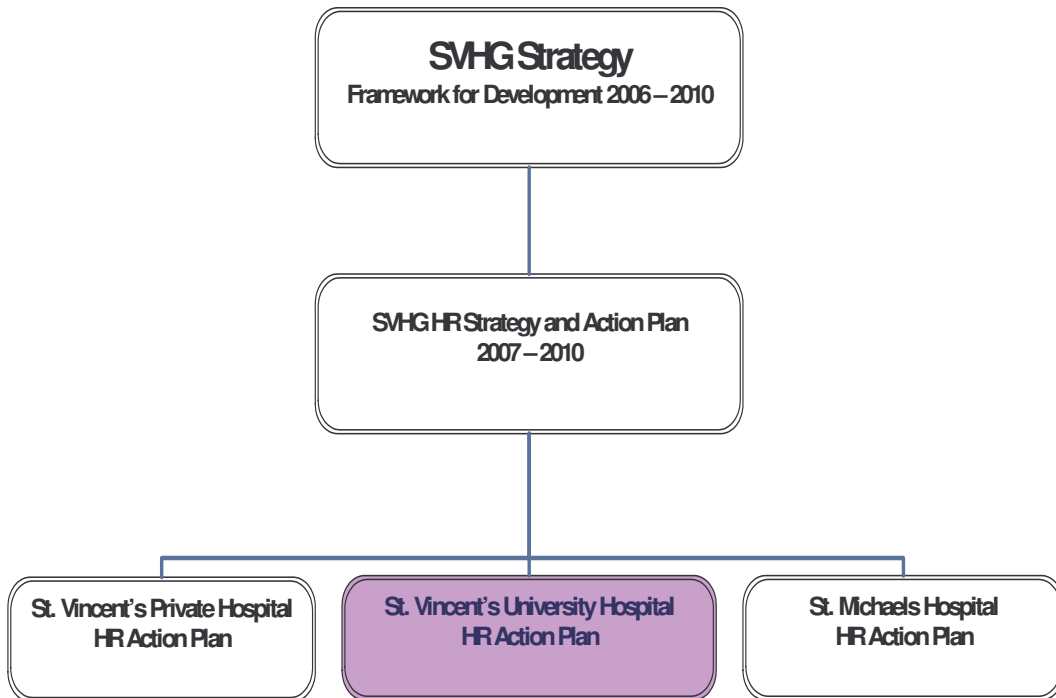
Supporting Hospital Performance

Scanning and Planning

St. Vincent's University Hospital

The logo for St. Vincent's University Hospital, featuring the text "St. Vincent's University Hospital" in a blue, sans-serif font. Above the text is a small blue horizontal bar with a white dot on its right end. Below the text is a thick, dark blue horizontal bar.

Background:



The St Vincent's Healthcare Group, in its Framework for Development 2006 to 2010, has developed a comprehensive set of fourteen strategic objectives for its continued growth over the coming years.

One of the performance indicators for the Group with regard to this Framework is 'ensure best use of human resources' and one of the specific Group goals (14.a) is to develop and implement a Group HR Strategy. This HR Strategy and Action Plan for St. Vincent's University Hospital is an important first step in this process. This Strategy and Action Plan is intended to guide the HR function of St. Vincent's University Hospital in its use and prioritisation of resources over the three-year period from the end of 2007 to the end of 2010. Whilst the HR Department is the 'owner' of this Plan, the expectation is that implementation of all of the activities contained in the Plan will make St. Vincent's University Hospital a better place to work and, ultimately, a better place in which to receive care.

The overall context of this HR Strategy and Action Plan for SVUH is the St. Vincent's Healthcare Group's Mission Statement, Vision and Values. The HR Strategy and Action Plan of SVUH is designed to contribute to the aspirations and ambitions that are contained in the Group's Framework for Development.



What's in it for me?

This HR Strategy and Action Plan is intended to guide the HR Department in its use of resources over the next three years. Let's imagine that it is now 2011, and that the HR Department has been able to effect all of the activities that are outlined in the strategy and action plan – what difference will this make to staff and to Line Managers working in the Hospital and to the patients and people using this Hospital? Here are some indications as to how staff, Line Managers and the patients of this Hospital might expect to benefit from this Strategy and Action Plan.

Members of Staff of the Hospital

- ☑ You can expect that efforts will be made to involve you more and engage you more in your area of work. Communication in your part of the Hospital should improve too, through the introduction of Team-Based Performance Management and more one-to-one meetings between staff and their supervisors/managers.
- ☑ You can expect that more attention will be paid to valuing you and to what is motivating you, especially if turnover in your area is higher than might be expected.
- ☑ You will have access to an up-to-date, clear and very comprehensive set of policies and procedures so that you know where you stand and what is expected with regard to a wide range of issues covering your access to leave, training and development, discipline and grievance, respect and dignity at work, dispute resolution, trust in care, equality and diversity, etc..
- ☑ Candidates applying for jobs in SVUH will have clear sight of the various stages in their recruitment and newly-appointed staff members will receive induction before they start work in their department.
- ☑ You will have opportunities to develop greater awareness of and a better appreciation of working with other cultures, of providing care in a multi-cultural team.
- ☑ You will know more about who's who and what's happening in HR so you can make easier contact with the right people in the Department.
- ☑ If you require support and assistance to deal with issues which are affecting your ability to work, you should have easier access to an Employee Assistance Service.
- ☑ There will be regular 'temperature checks' of the organisation to enable people to give feedback on their experience of working in SVUH, and the HR Department will advocate for attention to areas of concern at senior management team level.
- ☑ You will receive more information on salaries and pensions and, in time, personalised pension statements so that you can estimate the value of your public service pension at your likely retirement age.

Line Managers in the Hospital (i.e. all those who have people reporting to them)

In addition to the above (as you are members of staff as well as Line Managers) there are a number of benefits which you should experience as a result of the implementation of this Strategy and Action Plan:

- ☑ You can expect more help in general in dealing with difficult issues, such as investigating and resolving retention problems, and putting into practice the various people management responsibilities that go with being a manager.



- ☑ You can expect help with introducing Team Based Performance Management to your team, and with Personal Development Planning too.
- ☑ You will be supported with 'easier-to-access' intranet-based information on HR policies and procedures, and regular newsletters from the HR Department bringing your attention to changes in policy and other HR news from both inside and outside the Hospital. You can also expect more regular HR-related information on your area (monthly reports).
- ☑ Line managers can expect more support and development initiatives to be put in place to meet their needs – including peer learning and trainer-led programmes. If you are a newly-appointed manager, you can expect more support in the form of a management development programme specifically for people like you.
- ☑ You can expect more support from an expanded Employee Relations Service and you can expect to see the HR Department working more and more in partnership with you, working to provide you with an excellent service and helping to meet your needs. You can also expect easier access to the policies and procedures that you need to manage people, more support in managing change, and more attention to managing across and within cultures too.
- ☑ Efforts will be made to help you more with using health service management competencies to guide your recruitment, selection, performance management, and training and development of all those with management responsibilities in your area.

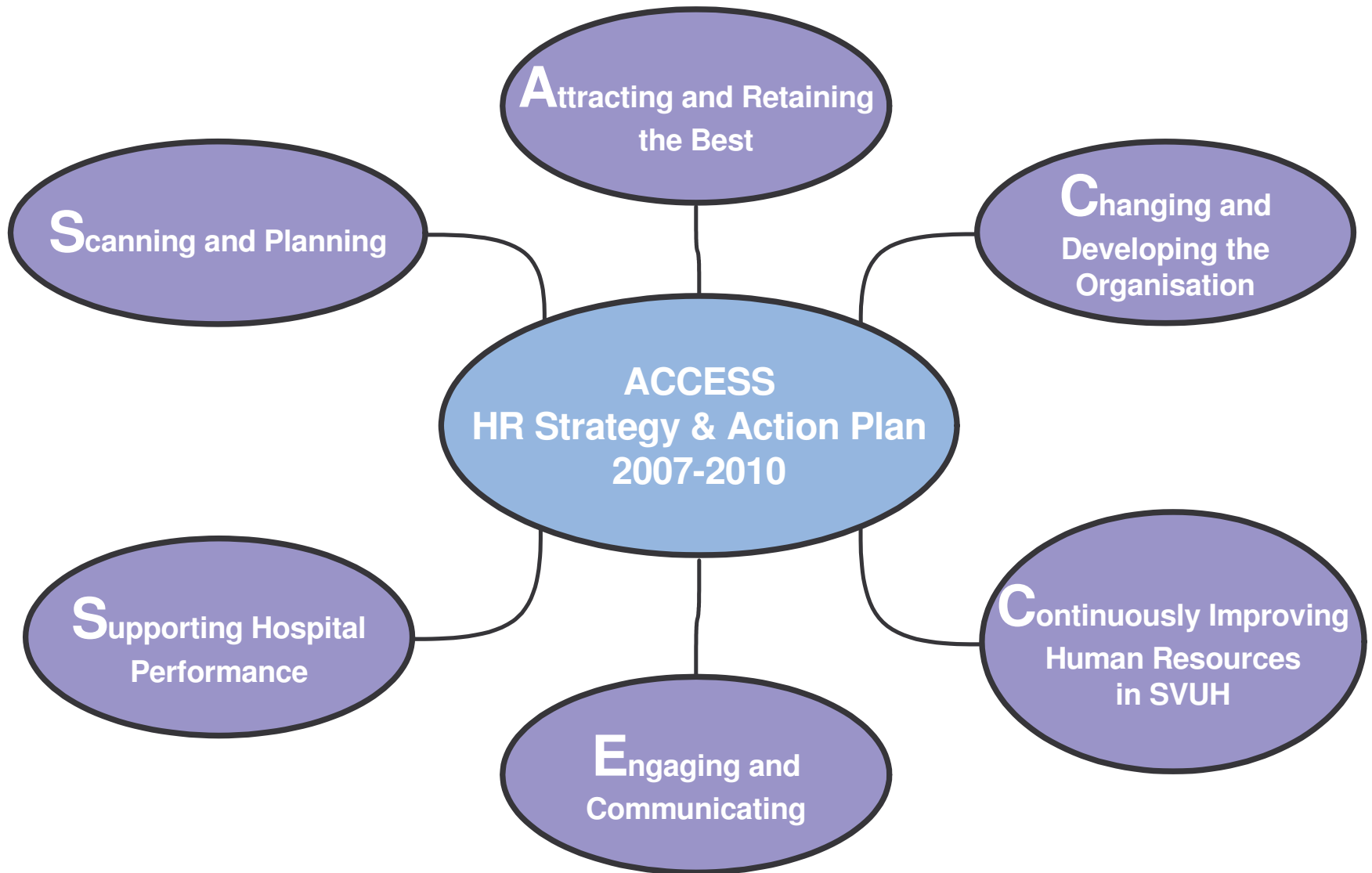
Of course, the overarching objective is that all of the above will help staff and Line Managers to deliver better care so that the ultimate beneficiaries of these changes should be patients and the people who are using the Hospital.

Patients and People using this Hospital

It is expected that the standard and quality of care delivered to patients will be improved during this time. Clearly the contribution and performance of staff, both frontline and support, is foundational in achieving this overall goal. There are a number of changes which should be experienced:

- ☑ We can expect to deliver continuous improvement in the level of patient care which can be measured and evaluated through mechanisms such as patient satisfaction surveys.
- ☑ We can expect to drive continued quality improvement initiatives, measured through accreditation and other quality processes.
- ☑ We can expect to provide improved Emergency Department waiting times and processes linked to deliverable targets.
- ☑ We can expect to provide a reduction in both inpatient and outpatient waiting lists.
- ☑ We can expect to reduce the average length of stay, with significant input from multidisciplinary teams, resulting in better access to acute care.
- ☑ We can expect to deliver an increase in day case rate.
- ☑ Through increased development of relationships with HSE staff in the community (PCCC) we can facilitate a reduction in numbers of non-acute patients having to remain in acute hospital beds.
- ☑ We can expect the opportunity to actively co-operate and participate in plans and initiatives to deliver new and expanded services and capacity in the Hospital for the benefit of patients.
- ☑ We can deliver enhanced customer-focused services for patients and for members of the public visiting the Hospital.





ATTRACTING AND RETAINING THE BEST

ATTRACTING AND SELECTING THE BEST TALENT AND PROACTIVELY MANAGING THE NUMBER OF DEPARTURES OF STAFF

SVUH has a very strong and much respected reputation as a major academic teaching hospital. It brings together a tradition of excellence in clinical care, research and education and a commitment to innovation and delivering the highest standard of care to patients. While the Hospital has a track record in attracting the right people to work for it, some difficulties are experienced in recruiting the required numbers in particular disciplines, specifically some entry grades. Anecdotally, it is believed that factors such as the Hospital's geographical location and public transport links have an effect on its ability to attract entry grade staff. The Hospital also recognises that it is competing for talent in a very competitive market at present and with similar hospitals. Alternative resourcing plans continue to be looked at, in order to increase the prospects of winning out against competition, including new ways of attracting people to work for a leading academic hospital such as St. Vincent's University Hospital. In addition, in order to strengthen its position in attracting the right numbers through the most effective means, the St. Vincent's Healthcare Group has, under the Accreditation process, committed the three Hospitals to developing a revised Resourcing and Retention Strategy, with a focus on an Employer of Choice model.

The consultation process which prefaced the development of this Strategy confirmed that recruitment is seen as one of the key activities of the HR Department, and it is an activity that has become more and more complex in recent years. Whilst there was anecdotal evidence of many people having had a seamless path through the recruitment process, the experience of others was different for a variety of reasons (some of these reasons lying within the influence of the Hospital, others outside it). Many people expressed a desire for visibility about progress within the overall process, from vacancy or job application through to appointment, so that they could track it better and anticipate where bottlenecks might occur. In addition, there was a sense that the management competency framework was not used to full effect and that Line Managers and those involved in the selection process might need more guidance on this. With regard to induction, again it seems that many people have very positive feedback to relay whilst others missed their induction altogether, for whatever reason. In addition to a number of initiatives which are already well underway relating to induction, the Action Plan includes activities designed to address all of these points.

Strategic workforce planning is a discipline which is, as yet, at a fairly embryonic stage in its development and in its application within the health service in Ireland. It is a very complex activity, especially when it is multi-disciplinary, as it involves formalising the assessment of need, skill mix, numbers, etc. for a given service. The HR Department will work to develop an approach to workforce planning for use by Line Managers and service heads. This approach is likely to be similar to that which is being developed with the larger health service (cf. the HSE's Transformation Programme, Projects 1.13, 3.A.14 and 9.1.1).

Retention was one of the most-often-raised issues in the course of consultation meetings which prefaced this Strategy and Action Plan. SVUH is a major academic teaching hospital affiliated to UCD and has a continuous stream of staff that undertake recognised training and education programmes (e.g. NCHDs, Student Nurses etc.) and by its nature has a significant number of staff entering and leaving its employment on a regular basis. Annually approximately 10% of the Hospital's staff typically leave its employment due to their professional training programme requirements. At the time of writing, the figures for general turnover in SVUH suggest that, on an annualised basis, approximately one in nine staff (11%)¹ left the organisation on a voluntary basis for a range of reasons. The number of staff leaving, notwithstanding the turnover in training posts, represents a drain on resources – the resources required to recruit a new person and the resources required to train replacement staff. More critically, at the time of writing (late 2007), there was a

¹ Not including planned short-term staff, such as NCHDs on six-month rotations, 'summer staff', etc. or staff who leave to take up training requirements. Figures based on year to date on the 1st October 2007.



virtual ban on recruitment in the health service and even those on career breaks were being asked to delay their re-entry back to their places of work.

The factors which cause people to leave organisations are many and varied. People leave to suit their own needs and preferences with regard to location, travel time/ease, terms and conditions, and interpersonal relations. There is not much that any organisation can do about issues which are beyond its control (for example, location, nationally-agreed terms and conditions of employment, commuting options, etc.). For this reason, it is essential that organisations pay attention to those factors which they can influence. From a strategic perspective, it is important that attention is paid to the genuinely motivating factors which account for job satisfaction, rather than to the extrinsic 'irritant' factors which can make things very dissatisfying at work but which do not have anything like the same effect on people's decisions about staying or leaving². Whilst an organisation might want to reduce those factors which lead to irritation and dissatisfaction, good practice suggests that the real benefit lies in increasing the motivating factors, the so-called intrinsic factors such as a sense of achievement or making a difference, recognition, responsibility and authority, personal growth, advancement, etc. There is one category of factors affecting job satisfaction which deserves specific attention and that is interpersonal or working relations, including relations with peers, colleagues, and managers. Healthcare is a highly interdependent business because of its complexity and because of the persistently high levels of demand and activity (especially in acute hospitals). When these interdependencies are positive, they contribute to strong retention rates. However, when they are soured by poor working relations, people pay the price (staff members, managers and patients). When this price gets too high, staff leave. Parts 4 and 5 of this Action Plan are also designed to address these issues.

One of the more pressing strategic issues for SVUH is how much is not yet fully known about which SVUH people are leaving, and why. The anecdotal evidence suggests that there may well be patterns, but anecdotal evidence is not enough. For this reason, the strategic effort of the HR Department over the next three years will include establishing an evidence based approach to the management of departures – gathering systematic data, more qualitative investigation of the reasons for departure (through exit interviews), and working with teams/Line Managers to help address any 'localised' factors which appear to be causing higher departure rates.

Where there is evidence of extrinsic factors being a significant contributor to retention problems, the HR Department will ensure that timely feasibility studies are carried out to establish the costs and benefits of introducing other incentives such as affinity schemes and other benefits such as additional facilities for staff.

Key Actions:

- **Making the Recruitment Process More Transparent**
- **Pensions and Benefits**
- **Facilities and Affinity**
- **Turnover Target**
- **Service Planning and Resourcing**
- **Alignment with Group Resourcing and Retention Strategy**
- **Investigation / Resolution of the Problem**
- **Evidence Basis for Retention Management**
- **Managing Probation**
- **Induction and Handbook**
- **Attracting Staff**
- **Investigation of Departures**
- **Linking Competency Framework to Recruitment / Selection**

² Herzberg's (1968) **Dual-factor theory of motivation** which says that reducing irritants will reduce levels of dissatisfaction, but will not act as a motivator.



CHANGING AND DEVELOPING THE ORGANISATION

FACILITATING THE MANAGEMENT OF CHANGE IN THE HOSPITAL

One of the areas of great discussion and growth in recent years within the field of Human Resource Management is the relationship between an organisation's HR function and the overall strategic development and fitness for purpose of that organisation. The move from 'personnel administration' to 'human resource management' has, in essence, reflected the change in function from a simple, tactical role to a more diverse, strategic one. The function must continue to play its part in personnel administration, regulation and quality assurance, but it also has a wider role in advising the organisation and in "change-making"³.

This part of the HR Strategy and Action Plan concerns these more strategic and "change-making" aspects of the HR function. Whilst radical change in the 'business' of SVUH is not anticipated in the life of this document (2007-2010), more evolutionary movement and development is to be expected, and this part of the Strategy sets out how the HR function can add value in this regard. Some of the evolutionary change within the health service in general will have a bearing on the Hospital in this time-frame, for example, some of the objectives for change which are set out in the HSE's Transformation Programme.

The first activity which the HR Department will undertake is regular "temperature-checking". This is designed to help the organisation to see what is happening, to assess the nature and pace of change (evolution is imperceptible on a day-to-day basis, hence the need for periodic comparisons over time). The exact process by which this temperature-checking will take place is not prescribed, as other activities may well inform this (viz. Activity 3.1 which will involve investigating the feasibility for SVUH of quality frameworks, such as the 'Great Places to Work' initiative, which include employee feedback).

Clinical leadership and multi-disciplinary teamworking are essential to the provision and ongoing development of patient-centred hospital services. In particular, there is a recognition that consultant involvement can be a key factor to service development and innovation. There are practical barriers as well as personal and professional values which need to be taken into account in seeking greater clinical leadership and consultant involvement. The HR Department will undertake a study on the development of clinical leadership in SVUH and will present the findings to the Senior Management Team. Again, this activity is likely to dovetail with what is planned within the HSE's Transformation Programme (Projects 6.5 and 6.6).

The HR Department will put in place a number of measures designed to help managers and their teams to plan for and manage change. This will include developing some guidance notes and help with the integration of the Performance Verification Process and Hospital Accreditation into normal change management and modernisation initiatives and developments. The HR Department will also commission research into experiences of managing change within SVUH with a view to extracting some pointers for teams and Line Managers who are planning for change or managing change in their areas.

Key Actions:

- **Temperature Checking**
- **Multidisciplinary Services and Clinical Leadership**
- **Performance Verification Process and Performance Management**
- **Advocacy and Championing**
- **Change Management and Learning from Experience**

³ Storey, J. (1992) *Developments in the Management of Human Resources* Oxford: Blackwell



CONTINUOUSLY IMPROVING HR IN ST. VINCENT'S UNIVERSITY HOSPITAL

WORKING IN THE PURSUIT OF EXCELLENCE

This part of the HR Strategy and Action Plan is about changes in the way the HR Department does its business. Many of these suggested changes emerged during a consultation workshop with the members of the HR Department, and others were identified as a result of the consultation meetings with other Hospital staff which prefaced this document.

One of the most significant ambitions which the HR Department has for itself is that it would provide an excellent service. To this end, the Department plans on being an exemplar of the sorts of values which are espoused in the mission statement of the Hospital (such as quality, integrity, respect, understanding and acceptance) through setting explicit standards for itself, reviewing its performance, and 'practising what it preaches'. The Department will also measure its performance against these standards and, if appropriate, take whatever corrective actions are necessary.

The Department, on behalf of the Hospital, will also investigate the usefulness and feasibility for SVUH at this time of certain organisation-wide quality frameworks, such as 'Excellence through People' or 'Great Places to Work'. It must be noted however, that these standards are not easy to achieve: the list of the 50 winners in 2007 under the Great Places to Work initiative only included one health care institution (Temple Street Hospital) and one company of a size equal to or greater than SVUH's 2,500 employees.

The HR Department itself consists of under 40 staff, most of whom work in specialist sections. There is a recognition that this sectionalisation can inhibit integration within the Department as well as inhibiting overall learning and knowledge-sharing, and steps will be taken to address this. In addition, there is a sense that the Department can tend to be somewhat removed from the clinical setting and that staff from the Department would benefit from great exposure to the 'outside', whether this be other parts of the Hospital or experts from other organisations.

Finally, forms and systems need to be further streamlined and integrated and, where possible, on-line. Whilst department heads receive three-monthly reports on HR activity in their areas, and this will shortly become monthly reporting, Line Managers could benefit from more regular HR-type information that is specific to their own areas (e.g. absenteeism, turnover, attendance at training, etc.).

Key Actions:

- **Living Values and Building Relationships**
- **Streamlining and Integrating Systems**
- **A Standard of Quality**
- **Ongoing Performance Review**
- **Capacity Building and Knowledge Sharing**



ENGAGING AND COMMUNICATING

VALUING AND UNDERSTANDING PEOPLE THROUGH INFORMATION AND INVOLVEMENT

There are over two and a half thousand people working in SVUH, across a number of buildings on a large campus, in discrete services, at different hours, in busy departments, services and functions. The communication challenge presented by this 'spread' alone is enormous and, not surprisingly, some people in the Hospital feel they could be informed better, involved more, engaged more systematically in discussion about how things are going. Concern about communication emerged too in the Staff Survey that was undertaken in 2005/6 and it is commonly heard throughout the health service and industry where the organisations tend to be large, very busy, and work in shifts.

The Hospital Partnership Committee has a key role to play in this area. The Committee is, at the time of writing, in the process of reviewing its own activities and its contribution to the business of the Hospital. The agenda of priorities which emerges from this review will, it is hoped, contribute to engaging staff in organisational change. Partnership has to date sponsored a number of initiatives to foster and extend engagement and commitment with staff. In 2007, SVUH won financial support from the Health Services National Partnership Forum for an Organisational Development project which focuses on Partnership management and Partnership communications and this project will continue over the period of this Action Plan. One of the central activities of this project is the introduction of Team Based Performance Management (see below).

One of the best ways of communicating with and involving people is at the level where they are already most engaged, that is, within their own service or team. Some parts of the Hospital are already taking part in Team-Based Performance Management, and other parts expressed a hunger for it. Some staff meet their line manager on a regular basis to review how things are going and talk about the future, other staff have no such opportunity (it seems). Some staff are encouraged to take part in Personal Development Plans, yet others have not heard of them. The first three activities under this heading relate to improving people's sense of involvement through attending to these issues. These activities are likely to be informed by progress in the HSE's Transformation Programme (Projects 5.2.3, 9.1.1. and 9.2.3).

Whilst face-to-face communication might be the preferred mode for most people, the reality is that there needs to be reliance on electronic media too. The HR Department relies on the Hospital's intranet to disseminate up-to-date versions of policies and procedures and is working closely with the ICT Department to improve people's access to this. The HR Department will also introduce periodic newsletters to alert people across the Hospital to changes in staff in the Department, to make them aware of the availability of new policies and procedures, and to highlight any other aspects of HR news that might be relevant. In addition, HR will improve the quality and quantity of information available to people about their pensions and other pay-related issues, and will aim to provide drop-in 'fairs' for people to seek any general information they might want on HR matters.

At the consultation meetings relating to this Strategy and Action Plan, many people spoke about how they valued the Employee Relations and Occupational Health Services within the Hospital in terms of their ability to provide 'crisis support' to people in need. However, the capacity of the Employee Relations service is very limited and needs a resource commitment to meet demands. A wider review of Occupational Health Services across the Healthcare Group is due to commence shortly with a view to recommending the range of services going forward and how best to provide them. The Department will also ensure that there is some exploration, perhaps by the Partnership Committee, of the possibility of introducing other 'merit' awards, alongside the Long Service Awards, which are designed to give people a sense that their contribution is valued.

Finally, an area of people management and interpersonal working which needs more dedicated attention within SVUH is the area of diversity, with a particular focus on working across cultures, understanding different approaches to care and to authority, and appreciating the similarities and the differences between all the national cultures which are



now to be found represented in the Hospital's staff and, to an extent, its patients. It is critical to ensure that everyone subscribes to the five core values of the Hospital and that these values would override all national or local cultural values when it comes to the provision of care. The HR Department will commission a guide to working across cultures and to understanding all aspects of racism and how to deliver on the Hospital's mission in a way that transcends cultural, racial and any other diversity challenge. Of course, the HR Department alone cannot engender a better appreciation of the diversity of values and cultures within the Hospital and so a key part of addressing the issue of multiculturalism will be to establish an action group on this issue and then to empower that group to engage staff and to raise awareness of the challenge. This will be taken into account in the proposed Diversity Strategy, which is currently on the HR agenda for development.

Key Actions:

- **Policies and Procedures for all Staff**
- **Communication and Information**
- **Scheduling of Training**
- **Diversity and Common Values**
- **Simplification and Promotion of Personal Development Planning**
- **Staff – Line Manager One to One meetings**
- **Employee Support and Assistance**
- **Support for Team working**
- **Recognition and Reward**



SUPPORTING HOSPITAL PERFORMANCE

MAKING IT EASIER FOR LINE MANAGERS TO MANAGE PEOPLE

Without a doubt, the business of managing people has become more demanding in the last ten years. Some of this is due to more rigorous process control to ensure consistency and compliance with the law, some of it arises from attempts to be more transparent about how decisions are made, and some of it arises from greater insistence to implement what is already there. Technically, everyone who supervises people or has people reporting to them is a line manager, be they at the front line, in the middle or at the top of the organisation. Yet health service hierarchies tend to be very tall, and this can engender confusion about authority ("is it my job to intervene?"), and it can encourage evasion of people management responsibilities ("kicking difficult or unpopular decisions up the line"). Add to this the fact that many people are promoted to management posts because they have proven themselves to be of sound judgement in their clinical, technical or functional area of competence, but their management competence has yet to be fully tested.

For all of these reasons, and because work in acute hospitals has become much busier overall, Line Managers need more support in general. They need to be better equipped and informed so that they can carry out their people management roles more proactively. The Hospital is addressing this through its existing Management Development Programme. In addition, one of the first steps in helping managers to manage people is to equip them and their staff with policies and procedures that will guide them on a range of HR-related areas: the HR Department is in the final stages of revising, developing and publishing just such a suite of over 40 policies, which will be disseminated before the end of 2007.

Some managers need to be developed in their all-round people management competence. In addition, as managers become more 'seasoned' they can benefit greatly from access to their peers so that they can learn from each other, and use each other as sounding boards. Managers can also benefit from access to mentors who can give them the benefit of their more significant experience. Newly-appointed managers also need support and guidance on their role. In addition, a wider range of training, education and development modalities, including e-learning, could all be exploited more fully within SVUH – this will help to ensure that development initiatives are as customised as possible in terms of their relevance and to reduce the amount of off-the-job time which is required. All of these areas will be addressed in some way(s) as part of the implementation over the next three years of this Strategy and Action Plan.

The health service management competency framework mentioned many merits in addition to guiding recruitment and selection processes in organisations. The framework was commissioned by the now-subsumed Office for Health Management (now part of the HSE HR Performance and Development function), and was based on in-depth research on Irish health service managers, and so has widespread relevance to all managers in the service. There are variations of the framework specifically designed for nurse managers, for administrative and functional managers, and for health and social care managers. The HR Department will investigate how the organisation could get full value from using this competency approach.

In addition to the above, managers also spoke (at the consultation meetings which informed this Strategy and Action Plan) that they valued the wise counsel that they received whenever they sought it from the Employee Relations (ER) service of the HR Department. Unfortunately, they were sometimes deterred from seeking this support because they were aware that the service is provided by just one individual, and sometimes because at times there was a feeling of remoteness from the Department "over there". When managers did contact the ER Service, what they valued in particular was that it could help them in the throes of a situation that was acute or about to become so, and also that they could seek advice at an early stage and 'nip things in the bud'. Early intervention is key to preventing problems from 'getting out of hand', something that can all-too-easily happen if a manager feels out of his/her depth or overwhelmed with demands on his/her time and attention. For this reason, there is a need to strengthen the resources of the ER service.



To address the geographical issue of remoteness and to facilitate HR support to Line Managers, one of the key changes in the way the HR Department intends to work in the future is that it will aim to do more 'partnering' work with Line Managers, and provide more 'support by walking around', through going to the operational areas of the Hospital and just checking in with Line Managers as they work. This will help to identify any problems that might be brewing, and – if appropriate - providing the line manager with some on-the-spot HR advice, coaching and/or working with the team to resolve the issue. In addition, the HR Department will look at providing a help-line service for managers who are experiencing difficulties in any aspect of managing people.

The provision of support to managers and teams through the Occupational Health Department is an essential resource also. The range and type of services and the capacity to provide these will be addressed in a separate Review of St. Vincent's Healthcare Group Occupational Health Services which commenced in late 2007. The shape of Occupational Health Services in the University Hospital will be informed by the findings of this Group Review.

Key Actions:

- **Management Support**
- **Development of New Managers**
- **Set up a Help Line**
- **Management Development**
- **Informing Managers and helping them manage Employee Relations**
- **Policies and Procedures**
- **Working in Partnership with Line Managers**
- **Attendance Management**
- **Mentoring**
- **Peer Group Learning**



SCANNING AND PLANNING

ENSURING READINESS FOR MAJOR DEVELOPMENTS IN THE DELIVERY OF HEALTH CARE

The life of this Strategy and Action Plan is the three-year period from the end of 2007 to the end of 2010. On the one hand, the Hospital is not expecting great change in its day-to-day business during this period. On the other hand, however, there is a recognition that these are dynamic times for health services in Ireland, that SVUH is part of an inter-related group of hospitals in South Dublin, and this group is a partner with UCD and the Mater Misericordiae Hospital in the recent development of the Dublin Academic Healthcare (DAH). All in all, then, it is important that the Hospital continues to pay close attention to what is happening outside its 'front door' as well as within its walls.

This part of the HR Strategy and Action Plan is about ensuring that the Hospital is in a position to anticipate, in as far as possible, the external developments that may impact on it in the future. In a sense, these activities are designed to ensure an 'early warning system' is in place, so that timely and adequate preparation can take place to enable the Hospital to make the most of opportunities which may present and/or to flex around any other changes and their possible implications.

In addition to the recent establishment of the DAH, other planned change which may well have a significant impact on SVUH is the Health Service Executive's Transformation Programme, a programme encompassing almost 100 major projects, covering the years 2007 to 2010, and designed to benefit patients and staff through making access to services easier, and instilling public confidence and staff pride. Many of the themes covered in this Strategy and Action Plan are also reflected in Transformation Programme projects. If implemented, these projects could have a significant impact on SVUH – for example, those which may lead to changes with regard to furthering integrated care, creating clinical networks, performance management, workforce planning, reconfiguring certain hospital services, as well as changes in all of the resource management areas. For this reason, it makes sense that SVUH would pay close attention to progress and developments arising out of the Transformation projects, so as to avoid duplication of effort and to ensure that there is appropriate and considered alignment between what is happening in the health service in general and what is happening in or planned for SVUH.

In addition to keeping a watching brief on the HSE, it is also very desirable that other changes in the health service, or even the political landscape, be monitored by HR so as, again, to be able to form an early view as to their possible implications for the Hospital. For example, at the time of writing, there are discussions taking place within the health service with regard to the future roles and practice of professionals such as doctors (negotiations on consultants' contracts), nurses (the possibility of a new Commission on Nursing) and health and social care professionals (new legislation covering their regulation).

Of course, these developments are not the exclusive concern of the HR function within the Hospital. It is very likely that the professions will be keeping a close eye on anything that might impact on them, that the Senior Management Team will be looking at larger changes which might have a bearing on the running of the Hospital, and the Group will be paying attention to developments with the DAH. HR will be actively participating in the planning and implementation of this new development. The activities described in this Part are, therefore, first and foremost about ensuring that the HR Department is keeping abreast of wider system changes so that it can ensure that relevant issues are receiving appropriate attention within the HR/people management spheres of the Hospital, and also so that HR can work as a 'business partner' to other disciplines or parts of the Hospital to ensure that they are ready for changes which may be coming down the line for them.

Key Actions:

- **Monitoring of Developments in Professional Education**
- **Monitoring the HSE's Transformation Programme**
- **Watching for other changes**
- **Education, Learning and Development**
- **Readiness for Opportunities presented by DAH**



Mission Statement

The values underlying the philosophy of St Vincent's Healthcare Group in relation to our care of patients and staff are those of human dignity, compassion, justice, quality and advocacy, which are based on the mission and philosophy of the Religious Sisters of Charity, our shareholders.

We strive to maintain excellence in clinical care, education and research.

We will continue to develop the Healthcare Group in line with the above principles and with our responsibilities to the wider Irish healthcare system.

Our Mission

"To bring the healing love of Christ to all we serve"

Our concern for others, especially those in need permeates every aspect of the life and work of our service.

We are dedicated to providing the best possible health care, drawing on the talents and creativity of all our staff.

Our Core Values

Human Dignity Respecting the sacredness of human life and the dignity and uniqueness of each person.

Compassion Accepting people as they are, bringing Christian love, empathy and caring to all.

Justice Acting with righteousness and integrity which respects the rights of all.

Quality Seeking excellence in all aspects of care.

Advocacy Speaking for the voiceless, acting with and for them to achieve a reasonable quality of care.





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