

# Employee Engagement Road Show

Roscommon Hospital  
June 2015.



## What we will cover.....

### Governance

Board Governance - NED

Executive Governance – FMcH

Challenges and Priorities – MP

Communications - CM

Finance and IT- TB

Quality Safety and Risk - JK

Public and Patient Engagement -  
JK

Human Resources and Staff  
Engagement – JS

Healthy Ireland – JS

# Saolta University Health Care Group

**Sligo Regional**



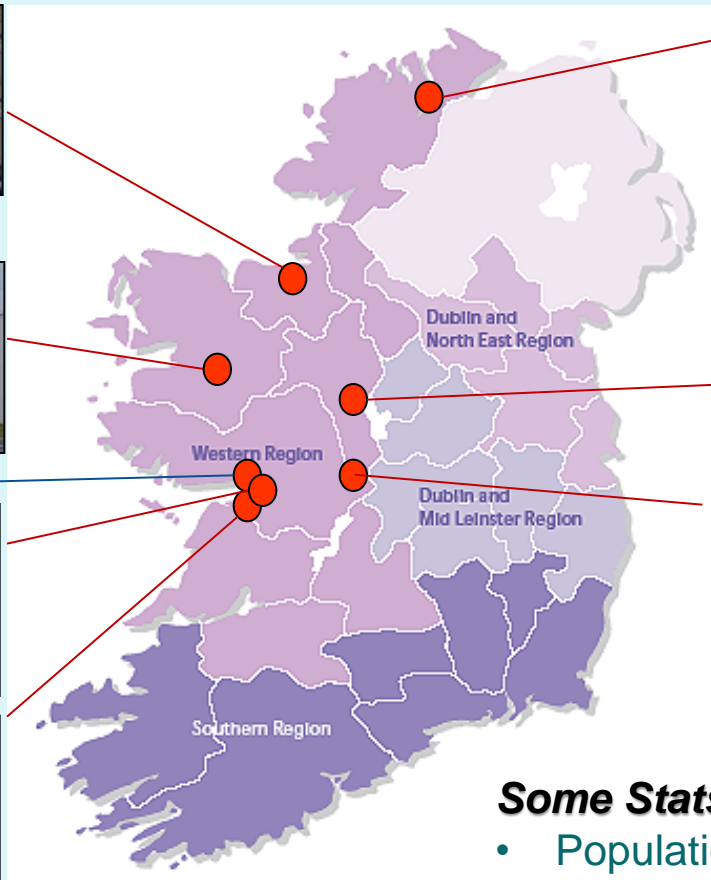
**Mayo General**



**NUI Galway**



**University Hospital & Merlin Park**



**Letterkenny General**



**Roscommon**



**Portlincula**

## **Some Stats..**

- Population: 800,000 +
- Rural/City Ratio: 70%+
- Geographical Area: 25% of Country!
- Number of Hospitals: 6 on 7 sites
- Number of Beds: 1,800+
- Staff Numbers: 9,258
- Financial Turnover: €820m+

# Board Members

**Dr John Killeen**  
Interim Chair  
(appointed 26<sup>th</sup> June 2014)



**Dr. Jim Browne**  
President,  
National University of Ireland, Galway  
(appointed January 2013 )



**Dr. Brendan Day**  
GP, Turloughmore, Co. Galway  
(appointed January 2013 )



**Phyllis MacNamara**  
Business Woman and  
Console Group Advocate  
(appointed January 2013 )



**Zubair Javeed**  
Chief Financial Officer of Creganna-Tactx  
Medical  
(appointed January 2013 )



**Sharon Moohan**  
Solicitor  
(appointed July 2013 )



**Gerry McManus**  
Managing Director Compupac IT  
(appointed July 2013 )



**Colam O Neill**  
Retired Managing Director of Allergan  
Ireland  
(appointed July 2013 )



# Board Executives attendees

Mr Maurice Power  
CEO



Dr Pat Nash  
Chief Clinical Director



Mr Tony Canavan  
Chief Operating Officer



Ms Jean Kelly Chief Director  
of Nursing and Midwifery



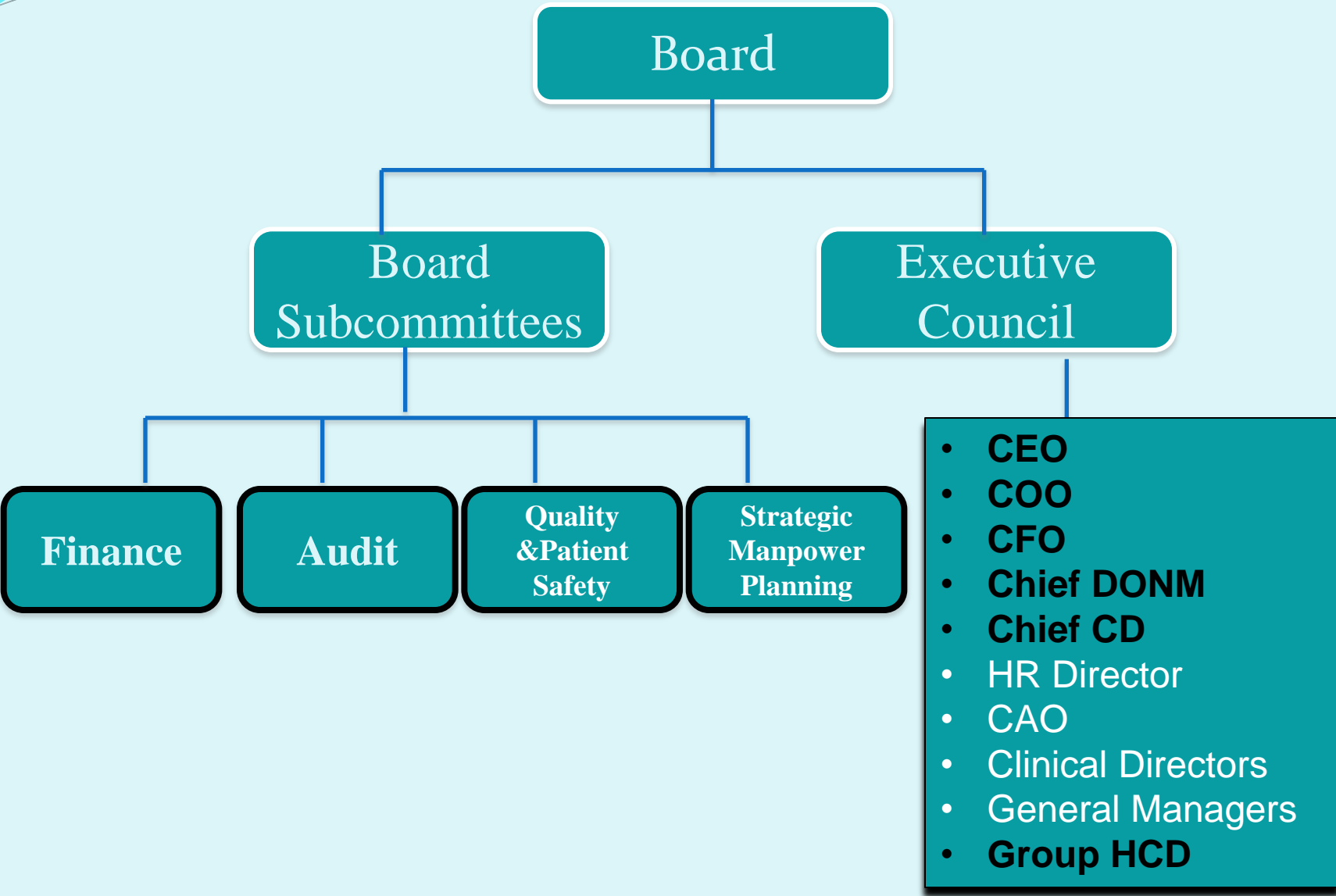
Mr Tony Baynes  
Chief Financial Officer



Ms Fiona McHugh  
Board Secretary & HCD



# Governance - Board Structure



# Board Governance

The Board guide the CEO and Executive Council in:

- Formation of a coherent and effective Hospital Group
- Development of the Groups Strategy
- Providing Assurance and Accountability
- Implementation of the Smaller Hospitals Framework
- Development of collaborative Stakeholder relationships
- Development of integrated services
- Listening and meeting the needs of patients and the public

# Board Events

Mission, Vision and Values for the Group endorsed

Launch of West North West Hospitals Group Website (soon to launch Saolta site)

Launch of Group HR Strategy 2014-2018

Launch of Group Service Plan 2014 and 2015

Launch of Second Annual Conference  
“From Groups to Trusts - Reforming the Health Service”

Launch of new Branding for the Group  
“Saolta University Health Care Group”

Launch of Healthy Ireland Implementation Plan for Saolta University Health Care Group

Launch of Patient Council for Saolta University Health Care Group

Launch of Annual Report 2013 and 2014

Launch of Cancer Services Annual Report for the Group 2013

Second Board Development Day



# Non Executive Directors Participation

Saolta Five Year Strategy Plan

Ministerial Visits

Staff Engagement Roads Shows

Friends of Hospitals

Cross Border Initiatives

Patient Council

Executive Walkabouts

Sub Committees of Board

Hand Hygiene Training

Memorandum of Understanding

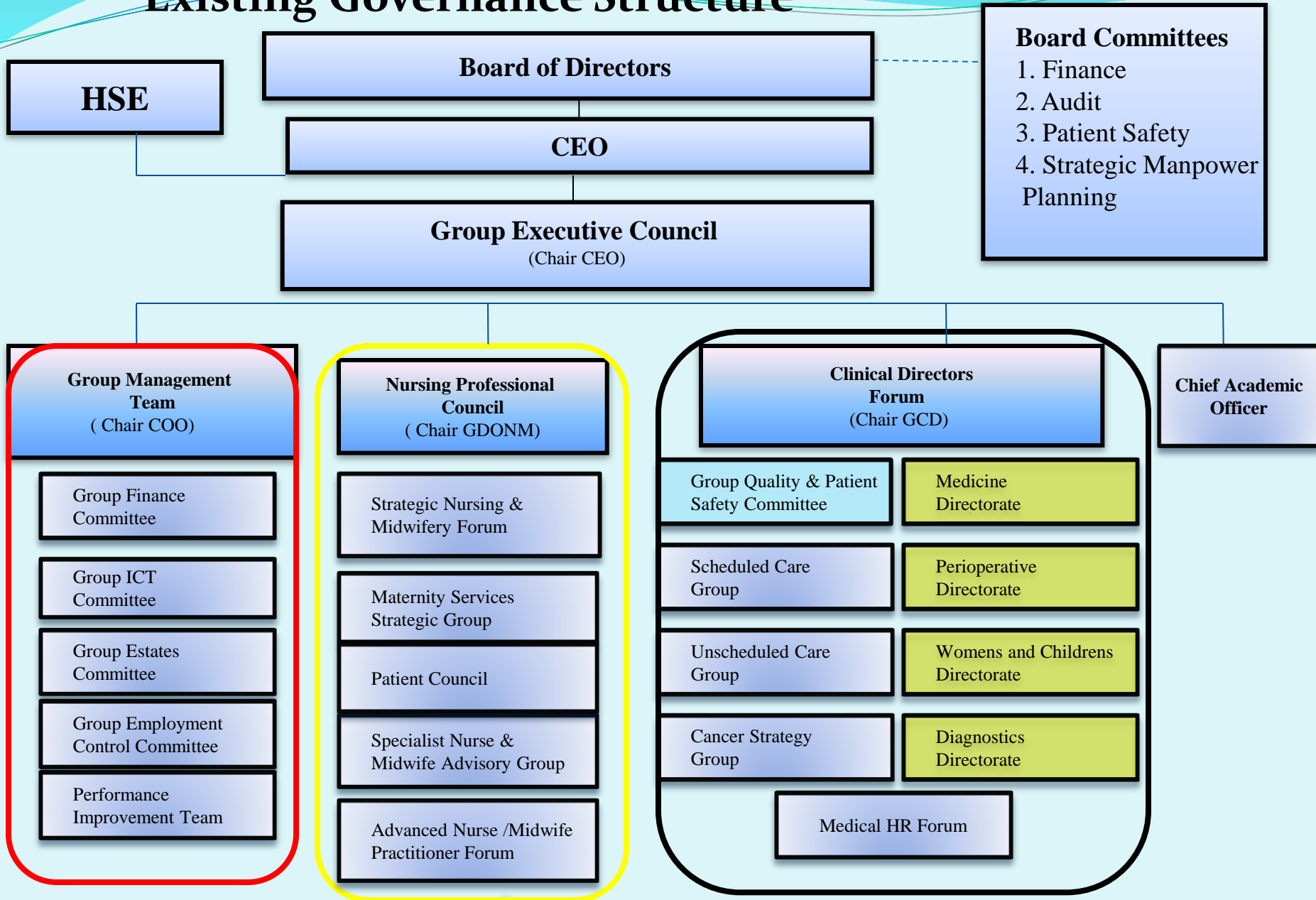
Foundation Strategic Plan 2014-2017

This is not an exhaustive list, but gives a flavour of the Board's activities during 2014 and 2015 and without your help could not have been achieved.

Annual CEO Awards

Universal Health Insurance

# Existing Governance Structure



**HSE**

**Board of Directors**

**CEO**

**Group Executive Council**  
(Chair CEO)

**Board Committees**

1. Finance
2. Audit
3. Patient Safety
4. Strategic Manpower Planning

**Group Management Team**  
(Chair COO)

Group Finance Committee

Group ICT Committee

Group Estates Committee

Group Employment Control Committee

Performance Improvement Team

**Nursing Professional Council**  
(Chair GDONM)

Strategic Nursing & Midwifery Forum

Maternity Services Strategic Group

Patient Council

Specialist Nurse & Midwife Advisory Group

Advanced Nurse /Midwife Practitioner Forum

**Clinical Directors Forum**  
(Chair GCD)

Group Quality & Patient Safety Committee

Scheduled Care Group

Unscheduled Care Group

Cancer Strategy Group

Medical HR Forum

Medicine Directorate

Perioperative Directorate

Womens and Childrens Directorate

Diagnostics Directorate

**Chief Academic Officer**

# Proposed Integrated Governance Structure

Saolta Board

CEO/Group Executive

Group CD - Medicine

Group CD - Perioperative

GM

GM

GM

GM

GM

GM

Group CD - Diagnostics

Group CD – Womens and Childrens

GUH

PHB

RCH

MG  
H

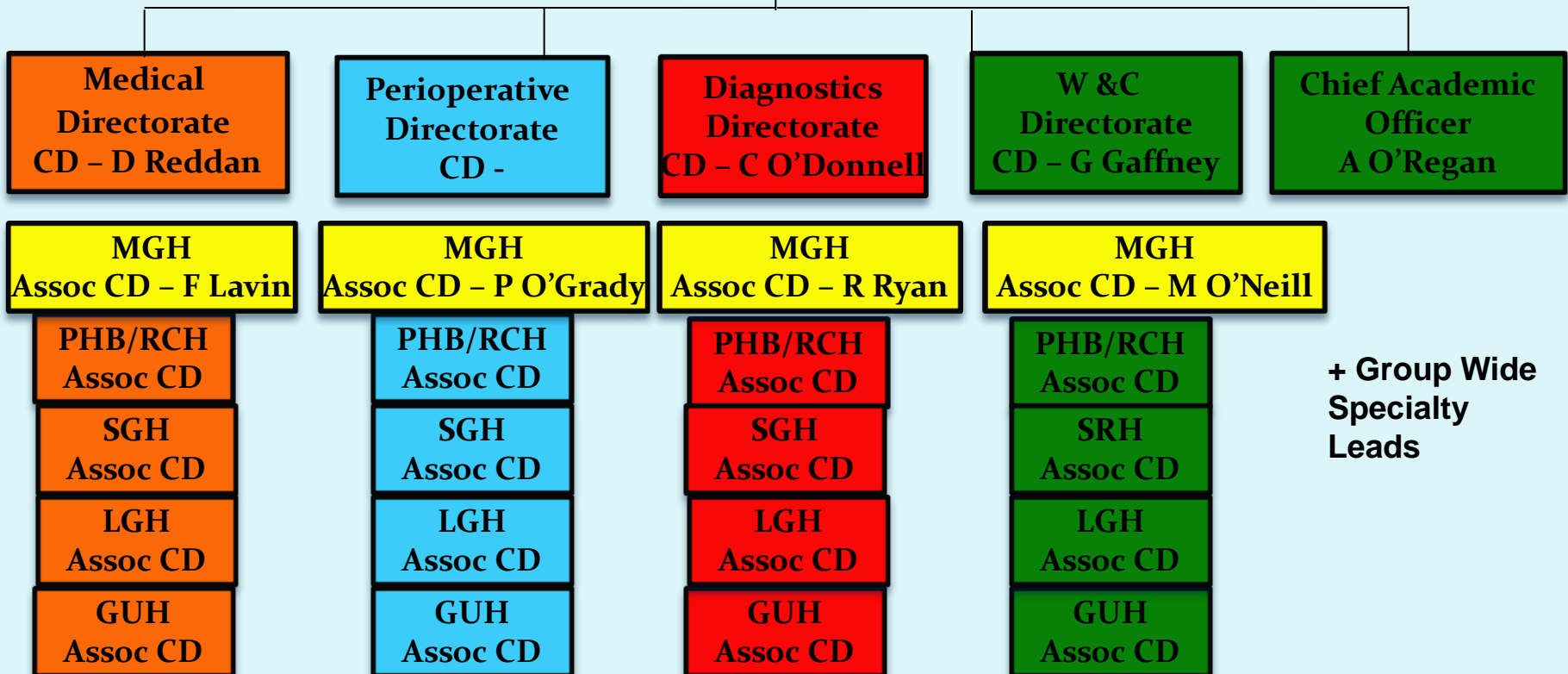
SRH

LGH

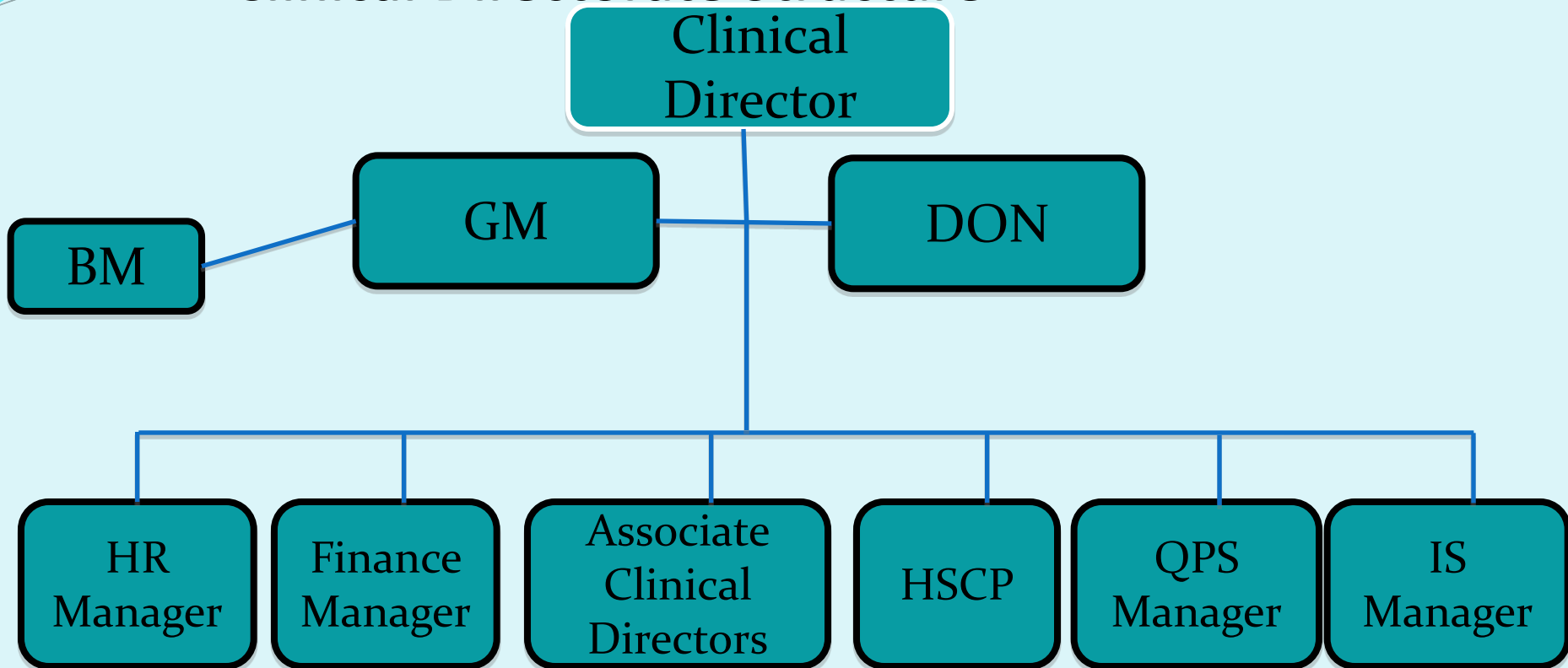
# Recommended Model

**CEO (Executive Council)**

**Group Clinical Director (CD Forum)**



# Clinical Directorate Structure



Priorities  
KPI  
Budget  
HR  
Quality,  
Patient Safety

# **Challenges we face - External**

Ageing population

Long term conditions

Increasing patient and stakeholder expectations

Technology and treatment advancements

Rising costs/finite resources

Major policy reform

## Challenges we face - Internal

Governance and Leadership

Group Integration

Implementation of Clinical Directorate Structures

Financial Challenge

Delivery High Quality and Safe Services

HR Challenges (Engagement, Recruitment, Retention)

Listening to our Patients and Stakeholders

# Group Priorities 2015

Continue to develop Group Configuration/Integration

Achieve key patient access targets

Implement Group Quality and Safety Governance structure

Develop and implement Group-wide Clinical Strategies

Develop and maintain relationships with key Strategic partners (CHOs, GPs, CAWT, Academic partners)

Implement Group Strategy over a 5 year period

Progress next phase of Money Follows the Patient

Achieve Financial breakeven

Commence implementation of the Information Communications Technology Strategy



# Group Priorities 2015

Continue Implementation of the HR Strategy

Further develop the Group Foundation

Ensure compliance with the Audit programme

Deliver key Capital projects

Implement the Sepsis Management National Clinical Guidelines across all our hospitals

Continue the Quality Improvement Programmes in the areas of healthcare associated infections and HIQA's PHCAI standards

Continue to implement the recommendations of the Portlaoise Reports

Implement the National Policy on Safeguarding Vulnerable Persons at Risk of Abuse

Implement National Ambulance turnaround times and monthly monitoring

# Communications

<i>Internal Communications</i>	<i>External Communications</i>
Support/advice to staff on communications issues e.g. Event management and writing press releases	Liaising with the media, both local and national on positive and negative news items.
Saolta Staff Newsletter, contributing to other health publications e.g. HSE Health Matters	Communications link with the HSE, Department of Health and other Government departments, third level institutions
Media Training	Parliamentary questions, Regional Health Forum, local public representative briefing
Staff updates & notifications (eServices)	External enquiries via Saolta website
Corporate publications e.g. Annual report	
Corporate Branding ( <a href="http://branding.saolta.ie">http://branding.saolta.ie</a> )	
Social Media updates	
Digital Signage	
Updating News Content (Saolta Website) <a href="mailto:Comms.saolta@hse.ie">Comms.saolta@hse.ie</a>	

# Communications Digital Media



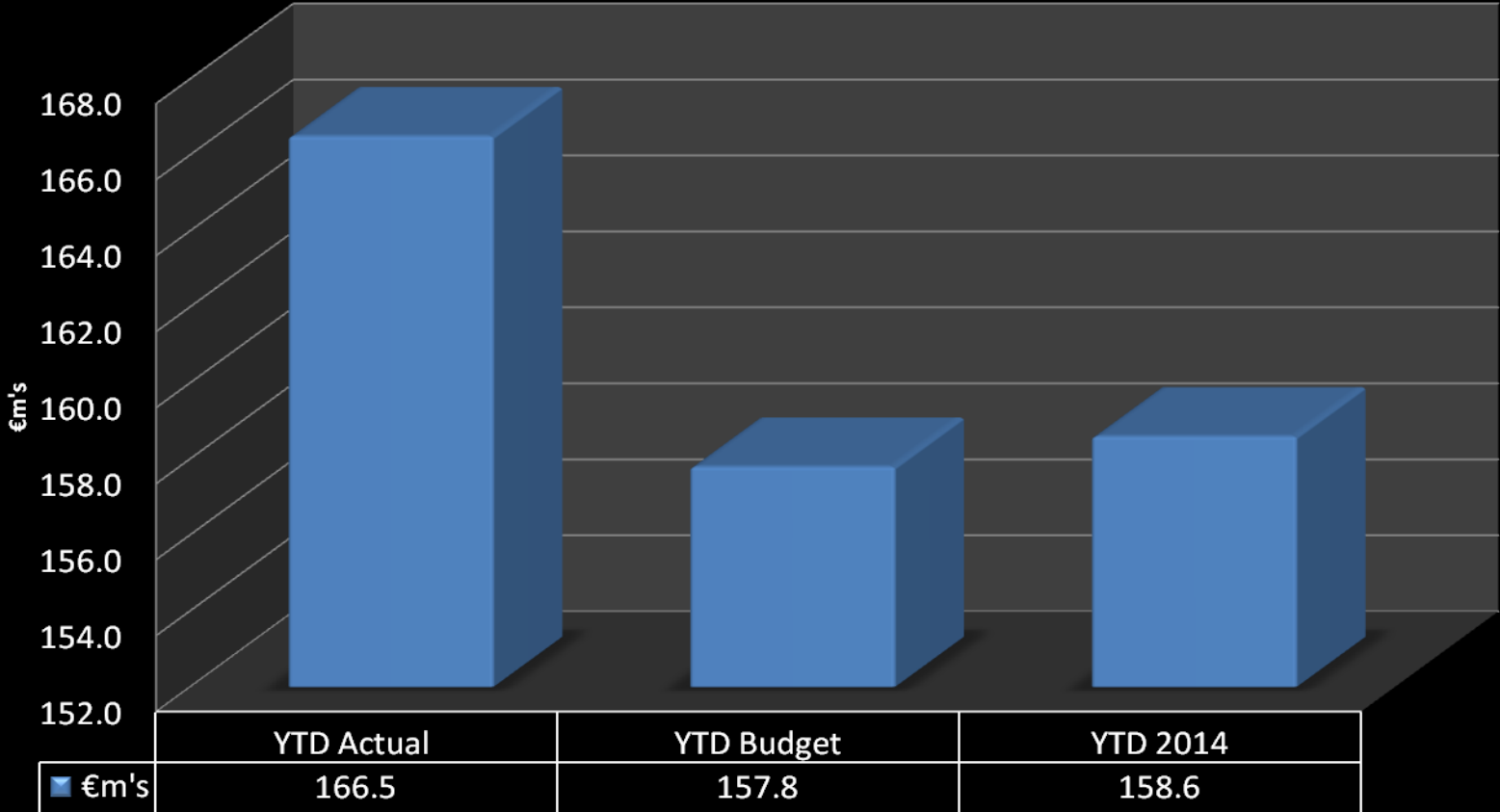
The screenshot shows the Saolta website homepage. At the top is the Saolta logo and navigation menu (Home, About, News, Hospitals, Find a Doctor, Corporate, Careers, Contact). Below the menu is a large group photo of staff. A LinkedIn profile overlay is visible, showing the Saolta University Health Care Group page with 328 followers. The 'Recent News' section features an article titled 'PORTIUNCULA HOSPITAL RECEIVES RE-ACCREDITATION UNDER WHO/UNICEF INITIATIVE'. The 'Recent Updates' section includes an article about Roscommon Hospital receiving funding for a new Rehabilitation Unit.



This block contains two screenshots. The top one is a screenshot of the Saolta Twitter profile, showing the profile picture, bio, location (Galw/Rosc/Mayo/Silgo/Done IRE), and a tweet from June 5th: 'Thank you to everyone for supporting the @IrishHospice #sunflowerdays this weekend, helping Irish hospice services.' The bottom screenshot is the cover of the Saolta e-Newsletter, Issue 21, April 2015. The main headline is 'Portiuncula Hospital - Celebrating 10 Years of Baby Friendly Accreditation'. The text describes the hospital's history of accreditation and its commitment to high standards of infant feeding care.

# Expenditure as at end March 2015

Actual 2015 v Budget 2015 v Last Year



# Savings Plan

- Budget 2015 - large increase on the allocation of previous years (before supplementary budget)
- At the end of March, Group predicting €32.8m deficit on budget before Cost Containment Plans
- Need to make savings to achieve breakeven
  - Significant emphasis on the conversion of agency staff to HSE employed staff, particularly medical agency staff
  - Nationally set nonpay procurement target
  - Local hospital procurement targets
  - Focus on debt collection
    - National initiatives – MOU
    - Local initiatives - hospital

# Group Financial Priorities

- Continue implementation of financial governance framework.
- Implementation of business financial support model for Saolta.
- Continue roll out of Claimsure to all hospitals
- Develop and implement a system wide Financial Management Information System
- Develop business plan and obtain funding for implementation of integrated Group wide HR/Payroll system

# Group Financial Priorities

- Develop a finance strategy in line with hospital Directorate structure
- Continue to develop Internal Audit function
- Establish MOU with private insurance companies to assist with timely payment of invoices.
- Money Follows the Patient
  - Group
  - Hospitals

# Group IT Priorities

- Development of Group ICT Strategy.
- Implementation of Oncology Information System
- Develop Unscheduled Care Information System
- Working with all hospitals to plan for short, medium and long term needs for Business Intelligence
- Direct Payment System – on-line payments for patients
- Laboratory System – Hardware upgrade
- Microsoft Project Upgrade – upgrading PCs and Servers



# Quality and Safety

## The Quality Team

Dr Pat Nash GCD (Executive Lead)  
John McEllhinney (Group QPS Manager)

## The Quality Strategy

Group framework – end of 2014 (in tandem with roll-out of Q-Pulse)

Roll out of Q-Pulse (Electronic reporting of incidents/complaints/policies/risk registers etc) - Target end of 2014

HIQA Standards

Serious Incident Management Team

Maternity Services Implementation Group

# Quality, Safety and Risk

Clinical Governance

Incident management

Risk Register

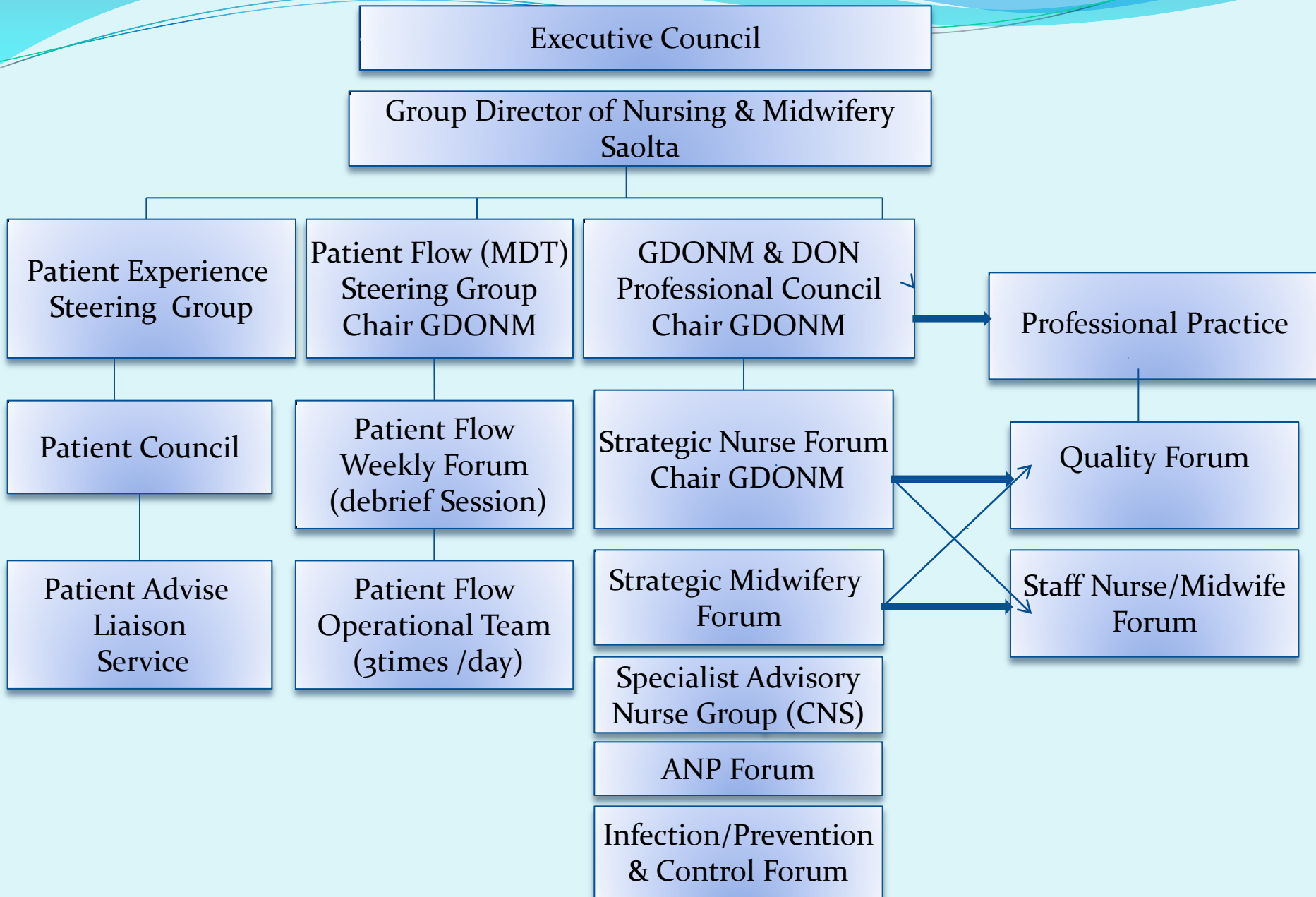
Quality Improvement Plans

Clinical Programmes

Q-Pulse

Education and Research

# Nursing & Midwifery Governance Structure



# Nursing

3500 Nurses/Midwives

200 CNS

34 Advanced Nurse Practitioners

Education

Professional development

Support

Family Friendly

# Chief Director of Nursing Midwifery

## **Patient safety**

- Workforce planning
- Education and Professional Development
- Capacity
- Assurance-national and local metrics
- National and local policy implementation
- Executive walkabouts

## **Health and Wellbeing**

- Healthy Ireland actions for staff and patients
- Coaching, stress management and mindfulness.

# Public Patient Involvement Strategy

Developed as a three year plan.

Development of Patient Advise Liaison Service (PALS) in all hospitals. There are 2 in GUH.

Patient experience committee.

Patient Council.

Patient Forums.

Listening - gathering Information.

# Patient Council



## 'Have Your Say' – Group responses

Lots of areas to do better on:

58% of staff felt no one has talked to them about their progress in the last 6 months

57% of staff feel the organisation doesn't deal with poor performers

53% of staff expressed contentment in working in the Group

Only 40% feel change is managed well

Only 38% feel they are valued as an employee

Only 30% know generally what the Board of Directors does.



## **‘Have Your Say’ – Action Plan**

Local Implementation Groups (LIGs) now working on each site

Action Plans in place and LIGs delivering on both local and Group priorities

First reports on progress to the Board and Executive Council in January and second one to issue soon

# Theme 1 - Better Communication & Engagement



Team Meetings

Group internet – [www.saolta.ie](http://www.saolta.ie)

Town Hall Meetings

Group Social Media Twitter @saoltagroup;  
Linkedin

Heads of Department Meetings

Group Newsletter – *Saolta e-Newsletter*

Local site newsletters

Notice Boards

Staff input to local and Group newsletters

Suggestion Boxes

Monthly General Management Performance  
Report (available on Q Pulse monthly)

Listening forum

Quarterly Briefing Sessions for staff

Roadshows

Message Alert System to staff via TV screens/  
PC's

Dignity at Work Sessions for staff

Digital signage roll-out across sites (Q4 2015)

Communication of Key Messages via PC screen  
savers i.e. Hand Hygiene, Flu Vaccine, Fire  
Safety Training

## Theme 2 - Better Recognition of Staff

**Letters of full attendance** recognition when the appropriate improvements have been made by a staff member who has a poor attendance record

**Sympathy letters** to staff who lose a close relative

Written **recognition of excellent staff performance** personally signed

Letters to issue to staff on **retirement** to thank them for their service

Recognition of exemplar **compliance with the Hand Hygiene** regulations

The use of **Notice Boards** to promote individual, department and hospital achievements

The use of the **Group Newsletter** to publicise matters like staff presenting at a Conference, completed Audits, Social Club donations to charity etc.

Introduce **Long Service Awards**

The **CEO Staff Awards**

## Theme 3 - Visible Leadership

### Formal 'Executive Walkabouts'

Affords **staff an opportunity** to brief management on concerns or positive developments

11 took place in 2014 and a schedule for 2015 underway

**Informal 'walkabouts'** continue

**GMs and DoNMs** will **increase** their **visibility** also

**NEDs** will **visit** sites, **meet staff** and learn from them

## Theme 4 -Performance Management

EES Steering Group proposed that a **PM Project Team be set up on each site**

PM - Includes **staff involvement** on decisions concerning their work

**Opportunity** for employer and employee **to improve** performance and standards

**Training** continues for LMs in PM

LMs have been asked to commence Performance Management of their team

Performance Improvement Plans (**PIPs**) to be used when shortfalls identified

## HR Strategy – Progress Update to the Board in January

*Workforce Planning, becoming an attractive employer and retaining staff*

**‘Soft’ aspects** – L&D Programmes; Succession Planning, EES and recognising staff efforts.

**Location Promotional Booklets** - the attractions, services, facilities and benefits of working for us.

**National Workforce Planning Strategy** and Framework will apply to us.

Safeguarding the **Family Friendly policies** without impacting on service where possible.

Developing a proposal for an **‘Employee Recognition and Reward Scheme’**.

*Further developing staff*

Improving **site-based education** and development opportunities - six sites have an L&D programme.

**Limited funding** to attend **conferences, seminars and courses** and for **formal academic courses**.

**3 Future Leaders; CNM/CMM Development** Programme; ‘Leading in Uncertain Times’; **Medical Directorate** Programme; **Clinical Directorate Development** Programme; **Financial Management**.

A Development Programme for **Clerical/Administrative** Staff is also in the early stages of planning.

# Group HR Strategy

Working proactively with Unions to promote strong employee relations – JUMF

The National Leadership Programme

**22 staff** - RCPI '**Diploma in Quality and Leadership in Healthcare**' over the last two years

Further roll out Key Performance Indicators and Performance Management across the Group

Standardising **KPI set** in the Hospitals, Directorates and Support Functions (e.g. HR, Finance and IT).

**Individual Performance Management** - progress is slow.

Support the launch of the Website in collaboration with key stakeholders

HR **collaborating** in respect of *HR services, functions, contacts, policies, procedures, forms*, etc.

Re-launch the new-look Newsletter across the seven sites

HR continue to **coordinate the collection and collation** of the core material for each edition.

Deliver on developments from 'Have Your Say', the Employee Engagement Survey

**Roadshow** took place on all sites in September **2014**. Spring **2015** Roadshow is now underway.

**LIGs** under GMs to progress the priorities identified in the survey - Group and site-specific.

# Group HR Strategy

## Staff Recognition

The CEO Awards

## Staff Support

Employee Support Service – stress

Health and Well-being programme

‘Working Parents’

## Develop HR Support role to Directorates and Business Units

Four **HR Managers** have been identified to provide **support to the Clinical Directorates**.

## Work with Shared Services and National IT and implement HR Systems

The proliferation of ‘bolt on’, antiquated, diverse and incompatible systems is inefficient and a legacy of the PPARS debacle of some years back.

**Discussion** has taken place with **Health Services Business (HSB)** with regard to the dearth of the IT systems available to support a fit for purpose HR service to the Group – this is a work in progress.



# Healthy Ireland

Saolta Healthy Ireland Plan launched by An Taoiseach last October

Expert Steering Group was established to guide us on first principles

Saolta **Implementation Group** then established to **roll out** the initiative

A Due Diligence was conducted to establish the 'as is'

Now we know our position in respect of the **59 actions**

We have **varying degrees of compliance** and completion on each site

Resource short-fall for key positions (e.g. Smoking Cessation, Health Promotion etc)

**Site-based Implementation Groups** to be set up

Aim to make very significant progress between now and 2017