



Health Management Institute of Ireland



**CHANGE** FOR THE BETTER

Health Management Institute of Ireland  
Annual Conference  
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[www.hmi.ie](http://www.hmi.ie)



Health Management Institute of Ireland

**Leaders in People Services**



**Rosarii Mannion**  
*National Director, Human Resources Designate*  
*Health Service Executive*



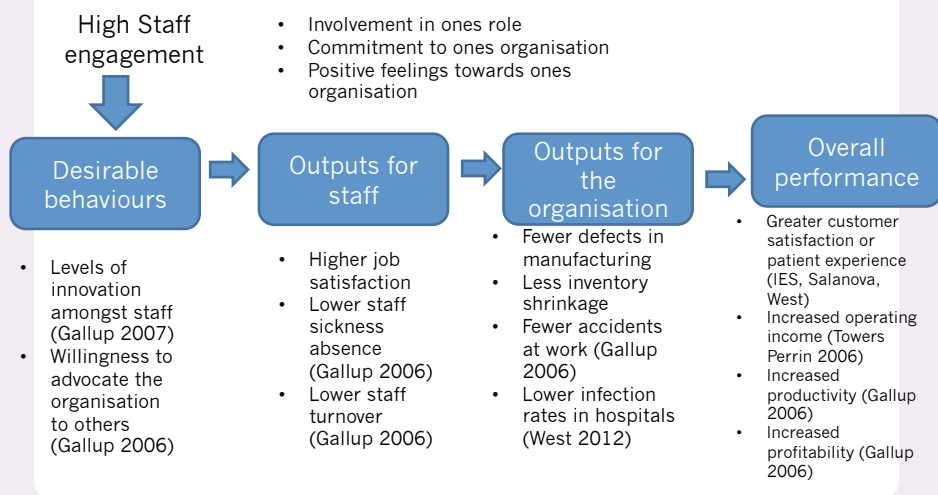
## Why take on this role ?

### *Day 22 and still here...*

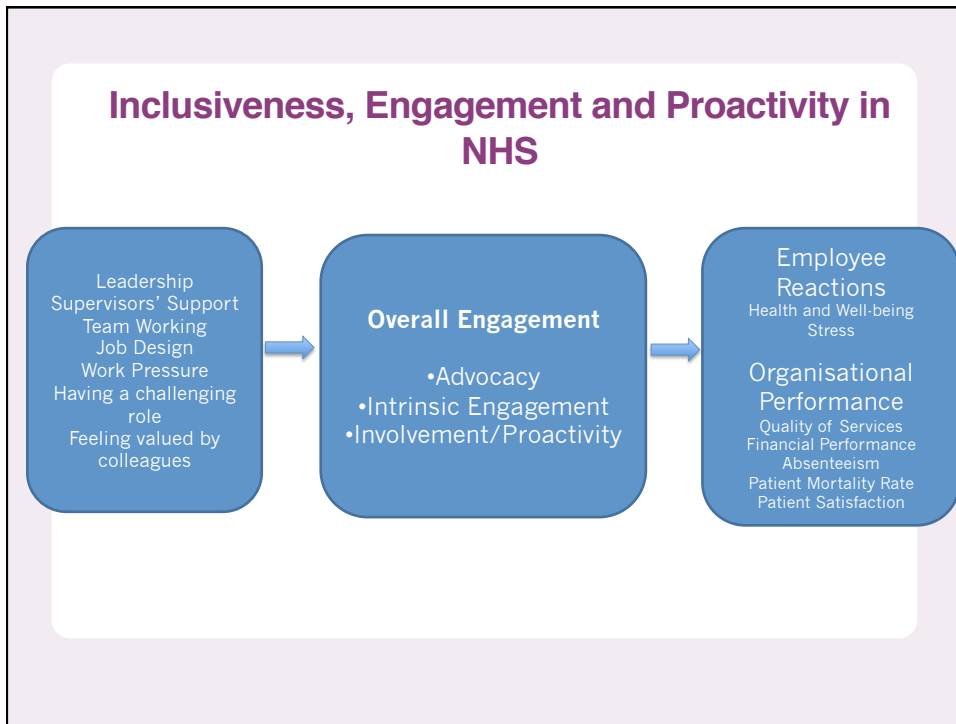
- If we get it right with our staff, we get it right with our patients.
- West – Overwhelming evidence that good people management practices lead to better patient outcomes...



### .....There is overwhelming evidence linking high staff engagement with beneficial behaviours, better outcomes and improved performance



The casual link from engagement to performance has not been proven. But longitudinal studies suggest that engagement contributes more than performance to engagement



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## Values

**Care**

- We will provide care that is of the highest quality
- We will deliver evidence based best practice
- We will listen to the views and opinions of our patients and service users and consider them in how we plan and deliver our services

**Compassion**

- We will show respect, kindness, consideration and empathy in our communication and interaction with people
- We will be courteous and open in our communication with people and recognise their fundamental worth
- We will provide services with dignity and demonstrate professionalism at all times

**Trust**

- We will provide services in which people have trust and confidence
- We will be open and transparent in how we provide services
- We will show honesty, integrity, consistency and accountability in decisions and actions

**Learning**

- We will foster learning, innovation and creativity
- We will support and encourage our workforce to achieve their full potential
- We will acknowledge when something is wrong, apologise for it, take corrective action and learn from it

We will try to live our values every day and will continue to develop them over the course of this plan

**Our values**  
Care Compassion Trust Learning

### Vision

A healthier Ireland with a high quality health service valued by all

### People Vision

Empowering all staff to perform to the best of their ability delivering service excellence

### Mission

People in Ireland are supported by health and social care services to achieve their full potential

People in Ireland can access safe, compassionate and quality care when they need it

People in Ireland can be confident that we will deliver the best health outcomes and value through optimising our resources

### People Mission

Provide professional HR services to transform the organisation's capability to deliver safer better healthcare

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## Corporate Plan 2015 - 2017

**Goal  
4**

**Engage, develop and value our workforce to deliver the best possible care and services to the people who depend on them**

Our staff are at the core of the delivery of healthcare services – working within and across all care settings in communities, hospitals and healthcare offices.

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## *People Strategy*

### Leaders in People Services

- Provides a clear framework to shape how we improve people services and support the service delivery system
- Based on engagement and evidence of the key people management activities
- Clearly focused on outcomes for ***Safer Better Health Care***

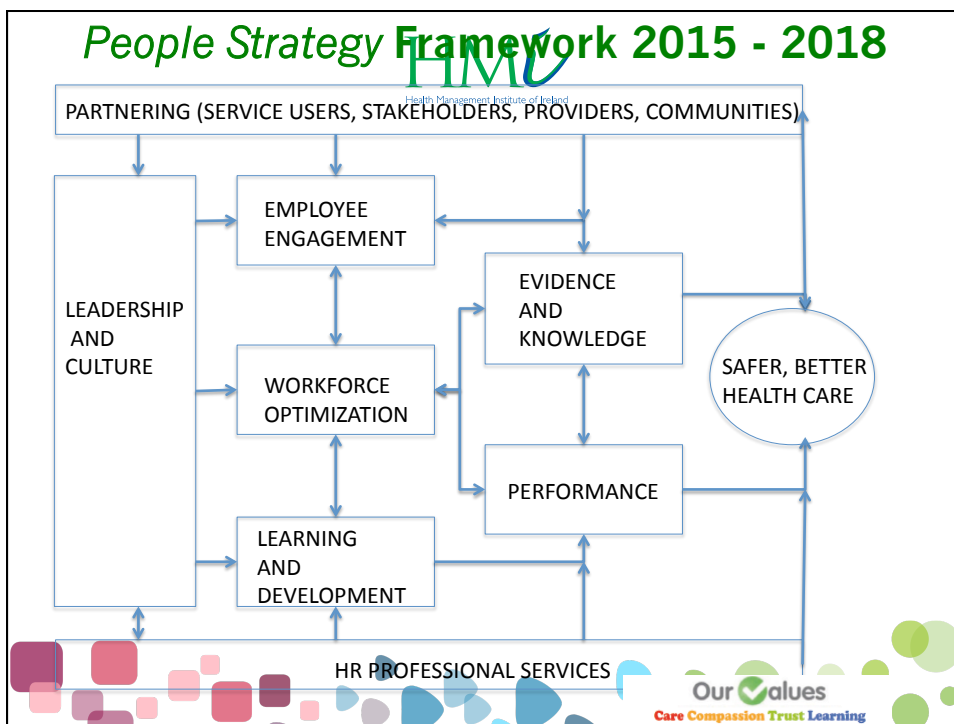
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**Fundamental Concepts Underpinning  
People Strategy**

1. Adding value for service users, communities and staff
2. Creating a sustainable future
3. Developing organisational capability
4. Harnessing creativity and innovation
5. Leading with vision, inspiration and integrity
6. Managing with agility
7. Succeeding through the talent of people
8. Sustaining service excellence







## People Strategy Framework 2015 - 2018

LEADERSHIP  
AND  
CULTURE



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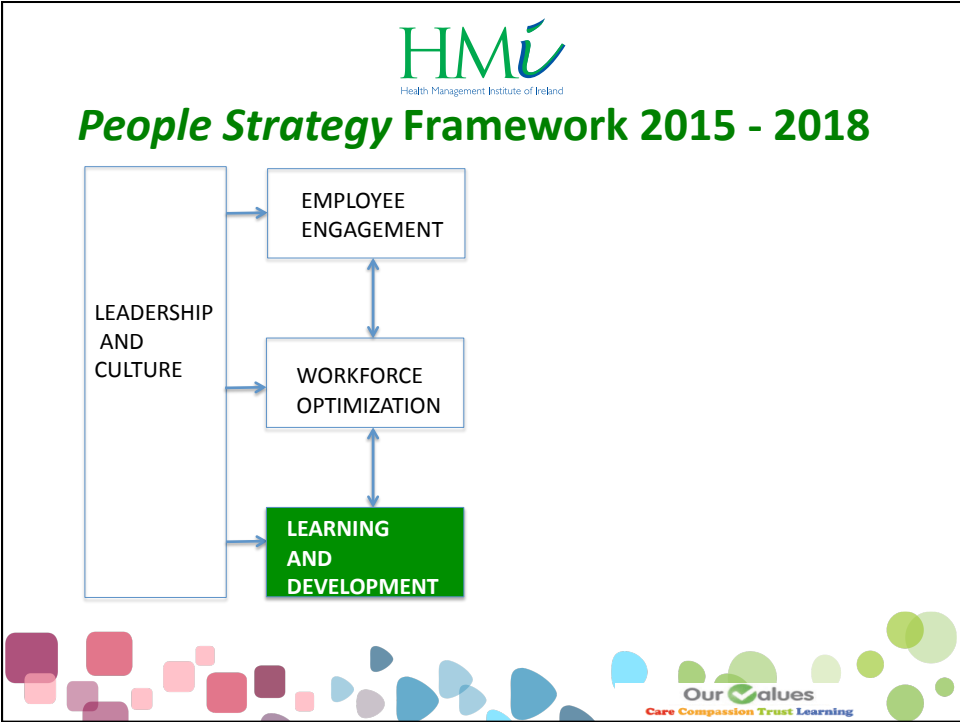
## People Strategy Framework 2015 - 2018

LEADERSHIP  
AND  
CULTURE

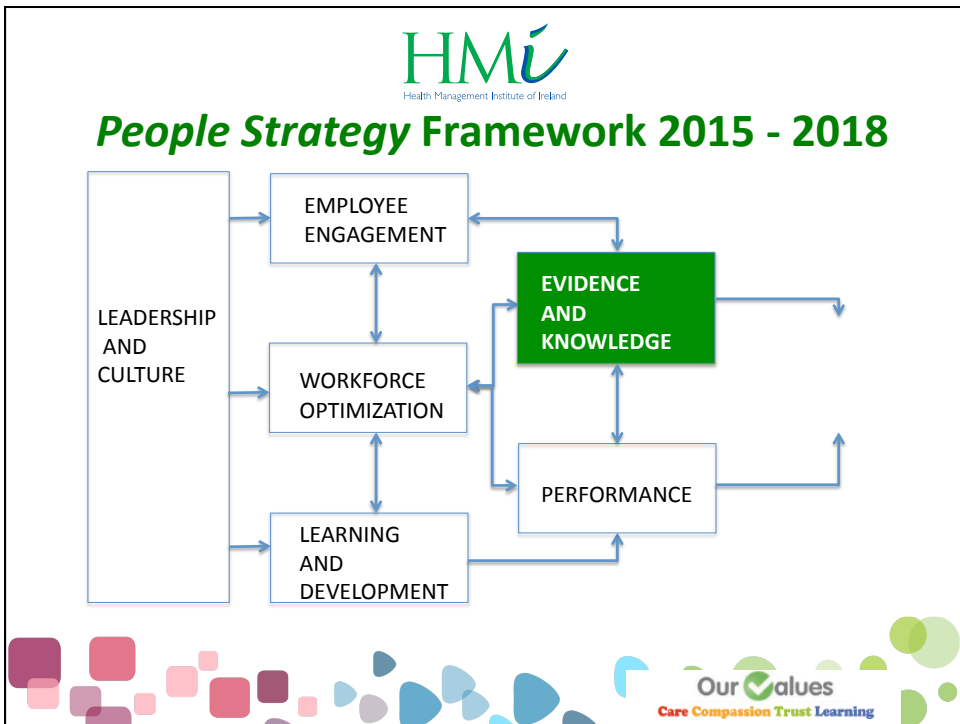
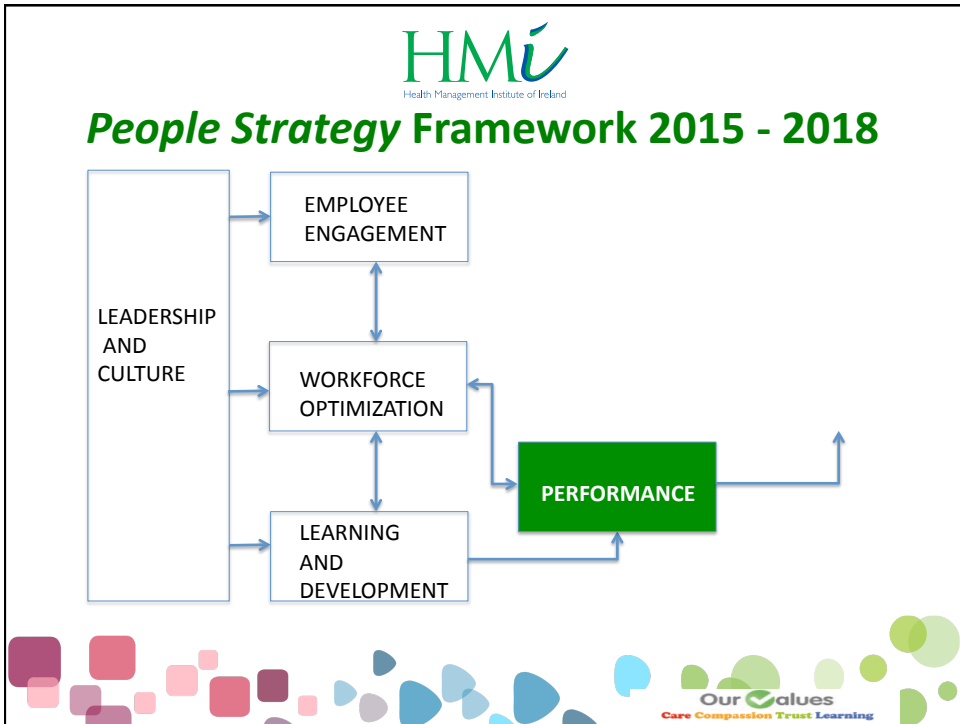
EMPLOYEE  
ENGAGEMENT

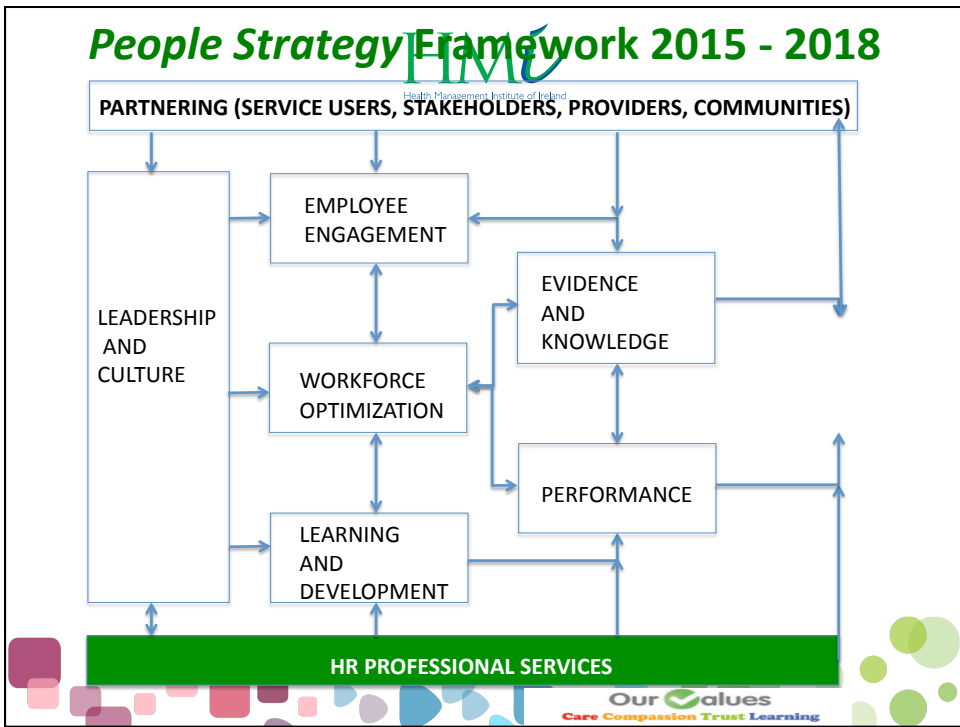
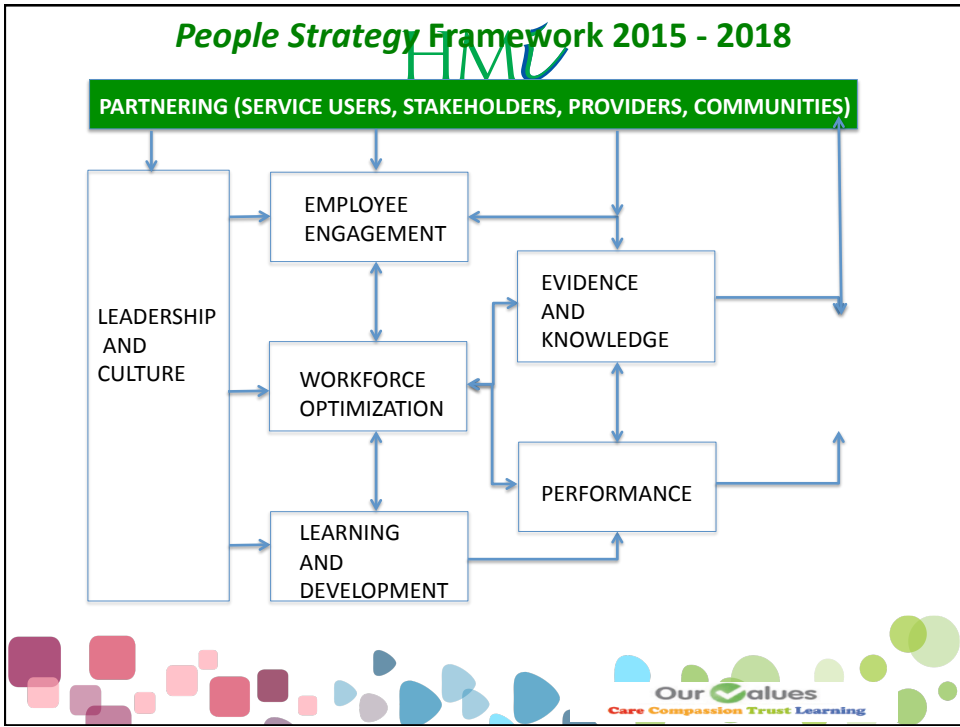


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## People Strategy Outcomes

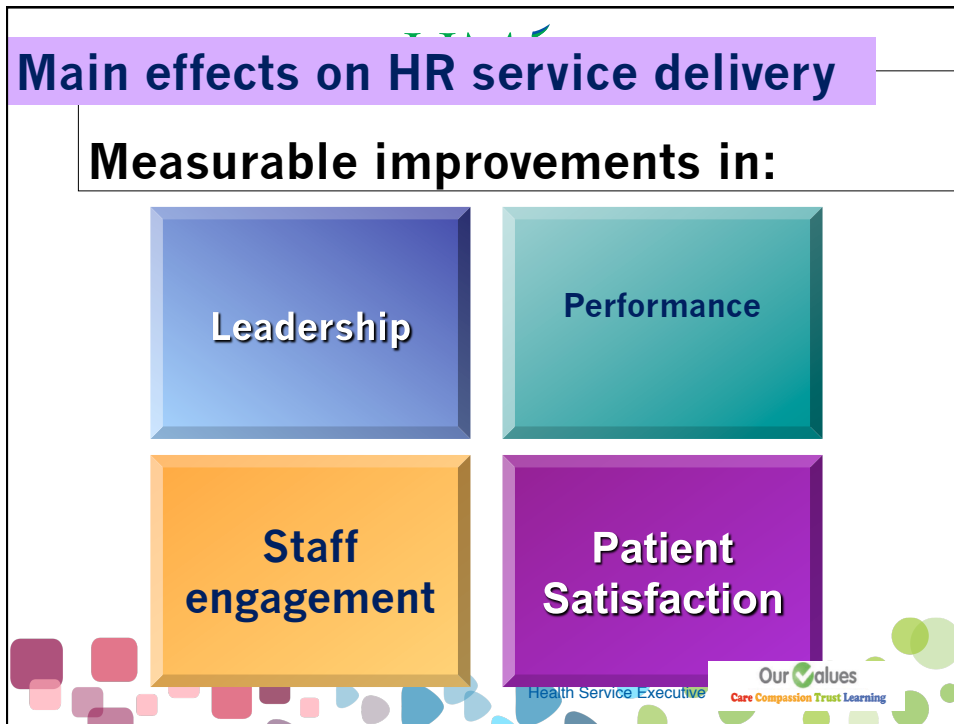
- *Effective leadership at all levels, working collectively towards a common purpose, creating a caring and compassionate culture and inspiring innovation, creativity and excellence throughout the organisation.*
- *Staff have strong sense of connection to the service, take personal responsibility for achieving better outcomes and support team colleagues to deliver results.*
- *Comprehensive workforce plan in place based on current and predicted service needs, evidence informed patient pathways and staff deployment.*
- *Staff are equipped with up to date knowledge, skills and practices to confidently deliver, problem solve and innovate safer better healthcare.*



## People Strategy Outcomes Cont./d

- *Staff and teams are clear about roles, relationships, reporting and professional responsibilities so that they can channel their energy and maximise performance to meet organisational targets.*
- *Work practices and patient pathways are evidence informed and decision making is based on real time and reliable data.*
- *Partnership with service users and stakeholders effectively developed and managed to add value and support the delivery of safer better healthcare for local communities driving change and improving the client experience.*
- *HR Services designed to create value, enhance people capacity and positioned to deliver organisational priorities.*

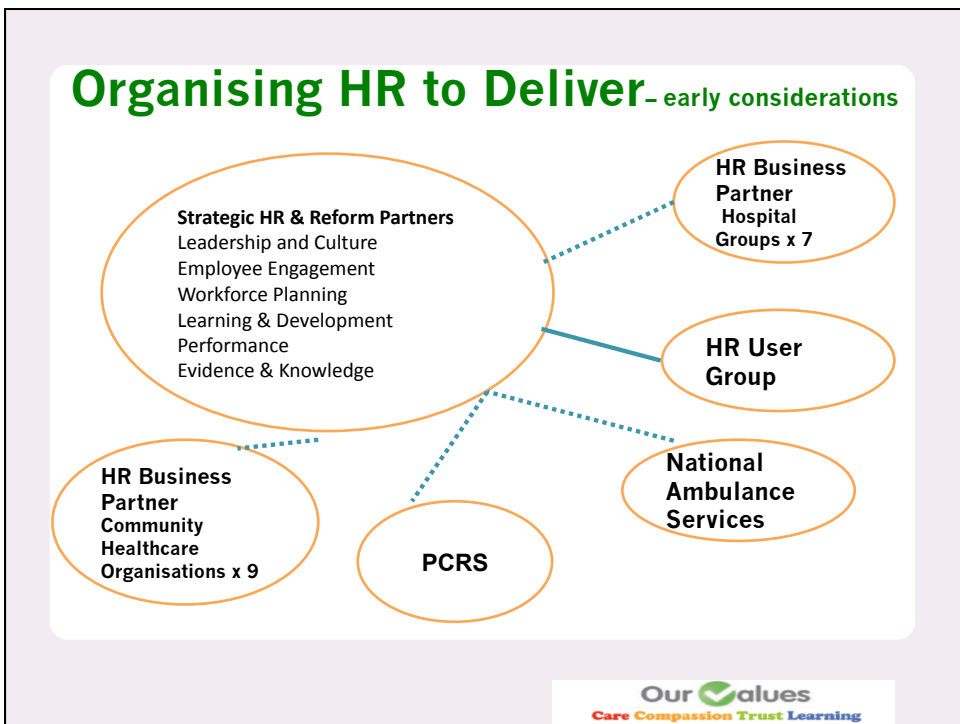






One-size-fits-all solutions don't work –  
Support and empower delivery units

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## Early priorities

- Staff engagement
- Staff communications
- Diversity & inclusion
- Recognising staff achievement
- Distributed leadership
- Support for delivery units
- Workable performance management system
- HR Helpdesk, AskHR@hse.ie



*“We believe that every human being has something unique to offer, and that a larger sense of purpose comes from that gift to help your organisations, families or communities thrive. The gift might be your knowledge, your experience, your values, your presence, your heart or your wisdom.”*

*(Leadership on the Line, Heifetz & Linsky)*





## The Human Connection to Patient Care

- [www.youtube.com/watch?v=cDDWvj\\_q-o8](http://www.youtube.com/watch?v=cDDWvj_q-o8)  
*Cleveland Clinic*

*“Could a greater miracle take place than for us to  
look through each other’s eyes for an instant ?”  
- Henry David Thoreau*



Thank you for  
listening







# Leaders in People Services



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