



Tallaght
University
Hospital

Ospidéal
Ollscoile
Thamhlachta

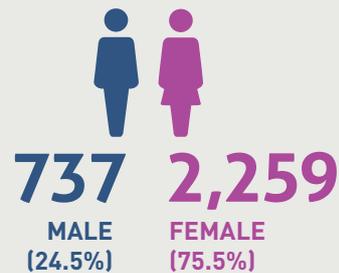
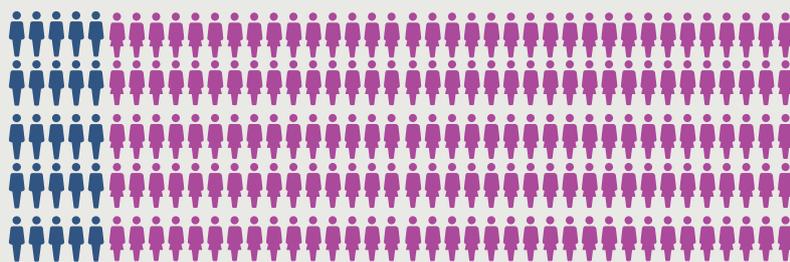
An Academic Partner of Trinity College Dublin

HR Strategy 2020 - 2024



People Caring for People to Live Better Lives

Gender Breakdown



Classroom and Virtual Training Provided



FACE TO FACE TEACHING
3,574 hours



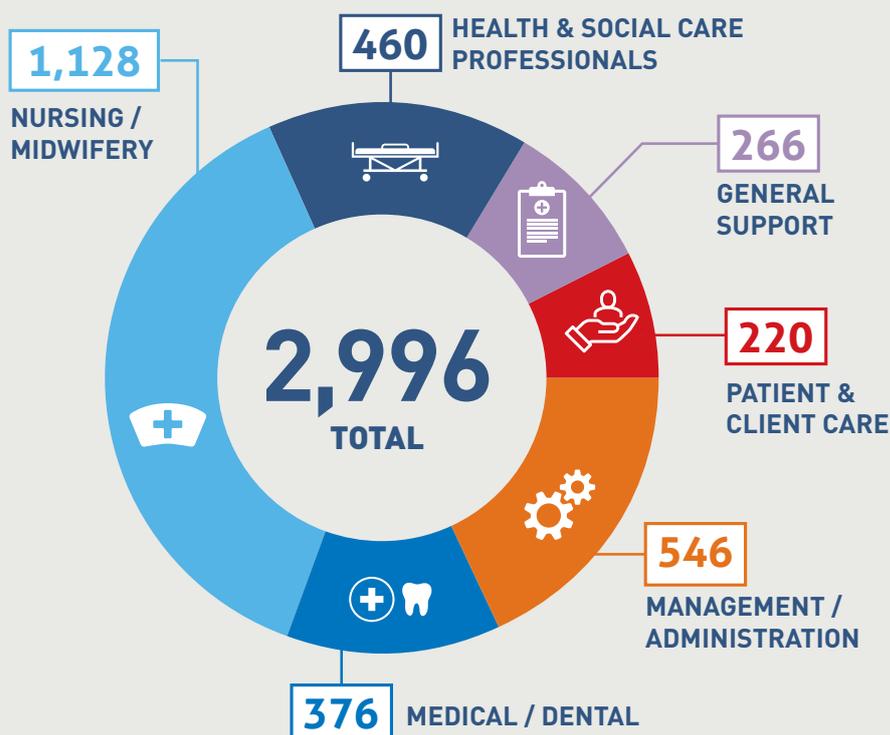
E-LEARNING
9,700 hours

Our Staff by Category

In 2019 TUH employed **2,683** staff

(Whole Time Equivalent) from **48** different countries.

The **2,683** WTEs equates to **2,996** individual people who provide services in our Hospital. Staff are employed across the Campus with everyone contributing to the care of our patients on a direct or indirect basis.



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Foreword



Welcome to Tallaght University Hospital's HR Strategy for 2020-2024, this strategy is designed to support the implementation of the Hospital's Corporate Strategy 2019 – 2024 as well as the organisation's Vision, Mission and Values. The HR Strategy also supports the three key principles of Attracting, Developing and Retaining an engaged, efficient and patient centred work force.

Our hospital has a large diverse workforce with over 3,000 staff from 47 different nationalities, they work across 12 different Directorates. Each and every member of staff contribute to the delivery of safe and professional care to our patients. It is the role of HR to ensure that staff have the relevant knowledge, skills, competencies and support to do their jobs to the very best of their ability. The HR team offer expert advice and guidance to support managers and assist in informed decision making and offer all staff the opportunity to grow and develop professionally whilst working in the Hospital.

The services provided within the HR Directorate which will all focus on the implementation of the strategy include Talent Acquisition, HR Business Services, HR Business Partnering, Occupational Health & Wellbeing and Learning & Development.

This Hospital is no stranger to challenging times and as we have demonstrated in the past we are open to and adaptable to change. No more so than this year, with COVID, due to the calibre and commitment of our staff we are working together to continue to provide the best possible care to the patients and indeed to one another.

This strategy takes into account the challenges COVID has presented us, both now and into the next few years, and how we will support both managers and staff in different ways of working. At the centre of the objectives outlined in the strategy is that we value our staff and their well-being, as we recognise our vision of "People Caring for People to Live Better Lives".

Sharon Larkin, Director of HR

Vision

Our vision is “People Caring for People to Live Better Lives” through

- › Excellent health outcomes supported by evidenced based practice
- › Positive patient and staff experience in an empowering and caring environment
- › A culture of innovation and quality improvement in everything we do

Mission

Our mission is to enhance the wellbeing of our community through care and innovation. We strive to

- › Deliver high quality care to our patients
- › Educate, train, challenge and empower our staff
- › Foster a culture of research and innovation

Values

Our CARE values – for patients, their families, our community and staff are:

C Collaborate – together and with our academic and care partners

A Achieve – our goals, positive outcomes and wellbeing

R Respect – for patients, each other and our environment

E Equity – for patients and staff



Strategic Context

The development of the HR strategy was underpinned by the following key factors:

- Engagement with relevant stakeholders
- The TUH corporate strategy
- The HSE People Strategy
- The impact of COVID-19

1 Engagement with Stakeholders

In developing the HR Strategy there was engagement, through focus groups, with relevant stakeholders including the HR Directorate Team, Staff, Line Managers, Executive Management Team and the Trade Union Alliance. The following key needs were identified from these focus groups:

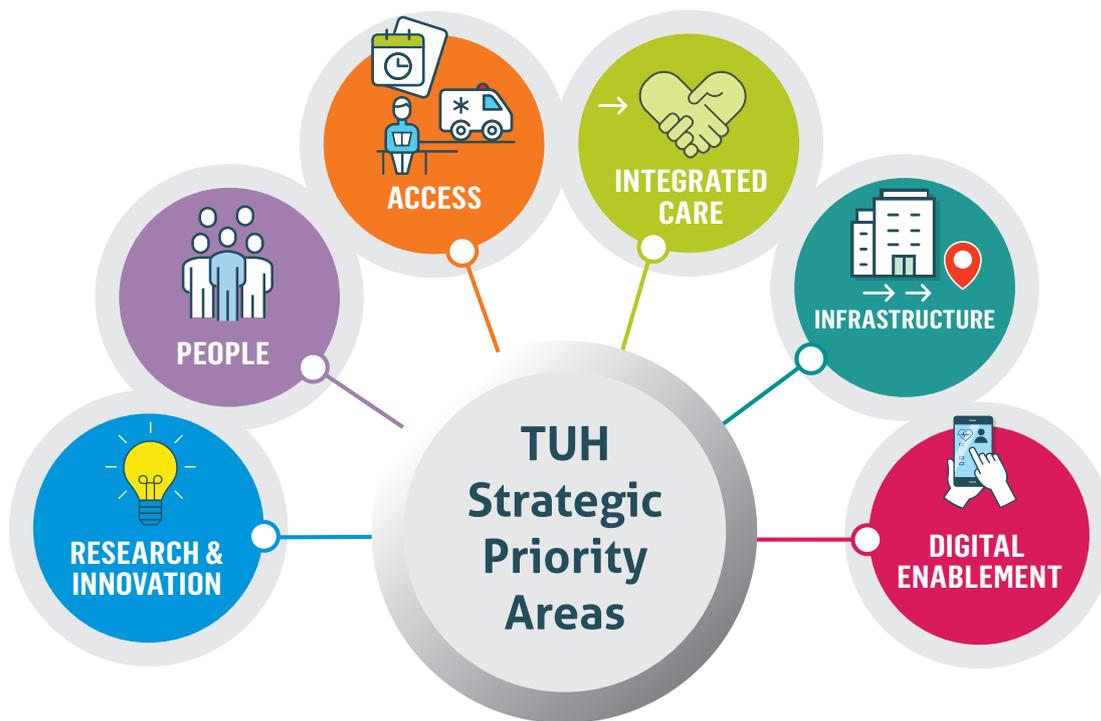
- **To attract** the right staff through positive branding, benefits and enhanced collaboration with the educational sector
- Succession planning and **development** of staff supported by a comprehensive education and training framework
- **Retain** staff through positive staff engagement, the development of a flexible workforce and a strong focus on staff well-being

2 TUH Corporate Strategy

The TUH Strategy 2019-2024 was launched in 2019 and its key aim is to improve access to patient care. The TUH strategic priorities and objectives are set out in Figure 1. The Corporate Strategy includes a combination of care pathway design, digital enablement and capacity investment as well as the fostering of a culture of innovation and research as a means of ensuring that TUH provide the best care options possible. Underpinning and embedded in the strategy is a commitment to investment in all those who work in TUH – its people.

The specific focus on people in TUH's Corporate Strategy is the acknowledgement that a skilled, satisfied and motivated workforce is a prerequisite to high quality patient care and success in each of the strategic priority objectives.

Figure 1



- 

1. Good Access – TUH will be a leader in patient flow improvement and will significantly improve waiting times for patients across all service areas
- 

2. Highly Integrated Care – We will redesign models of care from a patient perspective to ensure they receive high quality care and a positive experience in the right place, delivered by the right people at the right time
- 

3. Enhanced infrastructure – We will develop the capacity and infrastructure to deliver excellent care to all our patients
- 

4. Digital Enablement – We will transform the way we deliver care through programmes of digital enablement
- 

5. Research & Innovation – We aim to build a reputation for translational research, implementation science and innovation to underpin safer, better and more integrated care
- 

6. People – We will become a 'magnet' organisation that attracts, develops and retains top talent as an employer of choice

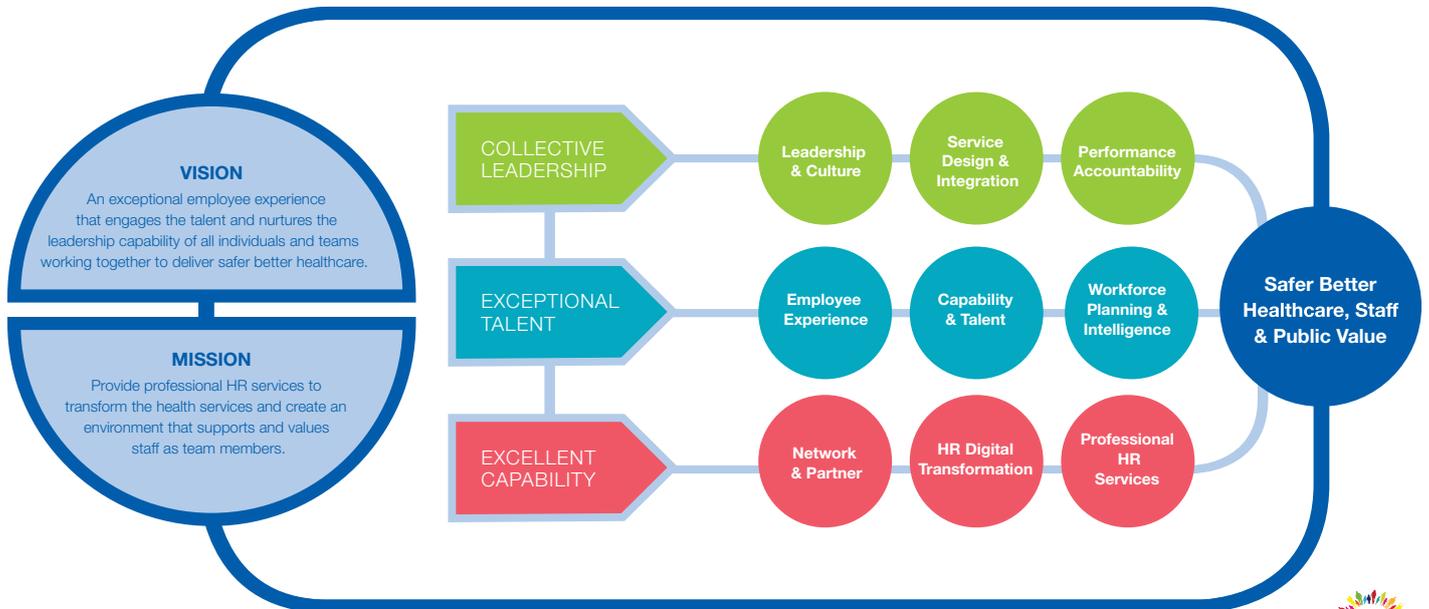
Health Services People Strategy

2019-2024

LEADERS IN PEOPLE SERVICES



People Strategy Framework



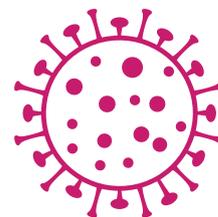
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3 The HSE People Strategy 2019 – 2024

In 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. A decision was taken to review progress, refocus efforts and refresh the People Strategy. This was done through engagement and consultation, the review of performance data and a detailed literature review of future trends in HR.

The process culminated in an interactive workshop with HR Leaders from both HSE Statutory and Voluntary Hospitals. The outcome was a refreshed People Strategy and associated strategic priorities. The core themes that emerged were Leadership, Talent and Capability. These three themes resonated with the needs identified in both the focus groups and the TUH corporate strategy and were therefore adopted as the drivers for the TUH HR strategy.

4 The impact of the COVID-19 Pandemic



As the TUH HR Strategy was being finalised, the new challenge of COVID-19 emerged. This has resulted in dramatic changes to ways of working and the HR Strategy has been developed to take account of changes that include:

- remote working
- the requirement for a flexible and mobile workforce
- the availability and range of training required for technology to support the new ways of working
- the need for enhanced psychological and well-being support for all staff.

HR Strategy: Strategic objectives

The key objectives of the HR strategy are outlined below.

These are designed to support and enhance the corporate strategy and to reflect the broader HSE HR strategy as well as integrating stakeholder views and the new challenges posed by COVID-19. It is recognised that the ongoing uncertainties created by COVID-19, together with other potential changes in the external environment, may redefine/reprioritise both the objectives themselves and how they are achieved.



Good Access to patient care through patient flow improvements will be supported through the objectives outlined under Workforce Planning & Intelligence and Service Design and Integration which is understanding our staff and our patient needs and building capacity within for workforce planning. This will be supported by the establishment of HR Data metrics to inform planning and decision making as well as developing training for line managers in workforce planning. Supporting staff in the implementation of new models of care such as the new Vartry Renal Unit, Reeves Day Surgery Centre at Tallaght Cross West and the ICU extension.



Integrated care where models of care are redesigned from a patient perspective to ensure they receive high quality care and a positive experience in the right place, delivered by the right people at the right time, will be supported through the objectives under Network & Partner and Workforce Planning & Intelligence. There is a requirement to create, maintain and support staff to provide a new integrated care service and react to strategic changes. The implementation of an automated NCHD call roster design will assist with matching rosters and staffing levels to service needs. Enhanced integrated care with our community supported by the implementation of education programmes for Nursing staff in the community health care sector upskilling them to deliver enhanced care to patients in the right setting and avoiding unnecessary admissions to an Acute Hospital setting.



The TUH Corporate strategy outlines key projects that will be delivered to **enhance infrastructure**. HR will support line managers with the service design, workforce planning and staff engagement for these projects as well ensuring necessary training and support is in place for staff so they are ready for change.



The transformation of care delivery through programmes of **digital enablement** will be supported through the objectives under HR Digital Transformation. These include supporting the training programme for the implementation of the electronic patient record not only from a technical training perspective but also from a change management perspective.



Building a reputation for **Research & Innovation** through translational research, implementation science and innovation which will be supported through the objectives under Employee Experience, Leadership and Culture and Performance Accountability. Focusing on the entire employee experience along the full career pathway to ensure research and innovation is a key component of job descriptions, supported by the learning and development strategy and by networking with the educational and technology sector.



The **People Strategy** and becoming a “magnet” organisation that attracts, develops and retains top talent as an employer of choice is supported through all three themes of Collective Leadership, Exceptional Talent and Excellent Capability as outlined in the full HR Strategic Plan. The objectives are aimed to ensure a meaningful and safe work culture and an environment where staff are engaged, feel valued, and are emotionally connected. In particular the effect of COVID-19 has prioritised the requirement to develop an empowerment self-management culture for staff working remotely where rapport and trust is essential. With regards to performance accountability the objectives look at developing performance capacity and capability with the implementation of the HSE Performance Achievement Framework. Also the requirement for performance management of staff remote working and the implementation of associated policies, procedures and monitoring but also establishing behavioural guidelines and building trust.

Implementation

The HR Directorate Senior Management Team will lead out on the implementation of the strategic plan in Appendix A. Given the remaining four year span of the strategy the implementation plan will be regularly reviewed to ensure its relevancy. Implementation will be action focused and a dynamic process which will be adapted where necessary to take account of changes in policy, funding or other external/internal factors. This HR Strategy is focused on people and relationships and is designed to create value and add impact to TUH’s strategic priorities.

Appendix A

HR Strategic Implementation Plan

Strategic Priorities

1 Collective Leadership



1.1 Leadership & Culture – taking responsibility to work together to deliver “safer better healthcare”

- 1.1.1 Implement and evaluate the HSE Values in Action Programme. The HSE Values in Action Programme is closely aligned with our own CARE values. By implementing the programme and promoting the nine related behaviours, we aim to improve service user experience and create a better workplace for our staff
- 1.1.2 Continued development of the TUH Leadership Academy to include new mentoring and change programmes and the further development of the coaching programme to ensure our staff are ready for the challenges ahead, nurturing leadership capability at all levels in the Hospital
- 1.1.3 Development of the empowerment self-management culture for staff remote working through implementation of associated policies, procedures and training

1.2 Service Design & Integration – co design for future needs, supporting workforce transformation and service design

- 1.2.1 Supporting staff for implementation of new models of care in line with our corporate strategy e.g. Electronic Patient Record project, Reeves Day Surgery Centre at Tallaght Cross West and the opening of the Vartry Renal Unit
- 1.2.2 Implementation of remote working policy and framework to support flexible working arrangements to support service needs/challenges.

1.3 Performance Accountability – deliver staff and public value by being accountable for performance, developing performance capacity and capability, strengthening employee relations and measuring performance

- 1.3.1 Implement HSE Performance Achievement framework for all staff
- 1.3.2 Redesign of work and performance management associated with remote working
- 1.3.3 Introduce clear process pathways and supported training for line managers for the following processes: Disciplinary, Grievance and Trust in Care

2 Exceptional Talent



2.1 Employee Experience – Focus on wellbeing and engagement. To ensure a meaningful and safe work culture and an environment where staff are engaged, feel valued, are emotionally connected, provide services they are proud of and are supported to take responsibility for their own health and well-being

- 2.1.1 Re-invigorate the TUH Health & Wellbeing Work Committee to oversee the implementation of a comprehensive programme focusing on Health & Wellbeing led by the Health & Wellbeing manager. The programme is outlined in the implementation work plan
- 2.1.2 Focusing on the entire employee experience along the full career pathway, implement an on boarding Hub – “Onboard@TUH” and a Talent Management Module on the Learning & Management System
- 2.1.3 Expand on the current exit interview process for nursing and offer all those leaving the Hospital an opportunity to complete an exit interview and provide their valued feedback. This feedback will be used to explore opportunities for improvements and/or enhancements
- 2.1.4 Utilise improvements in technology to establish new channels for communications and improve engagement with staff
- 2.1.5 Upgrade key infrastructure in the library reading room
- 2.1.6 Increase access for hospital staff to the library reading room services
- 2.1.7 Survey NCHDs about their use of the clinical literature and their information needs
- 2.1.8 Implement training programme for line managers on the management of staff who are remote working

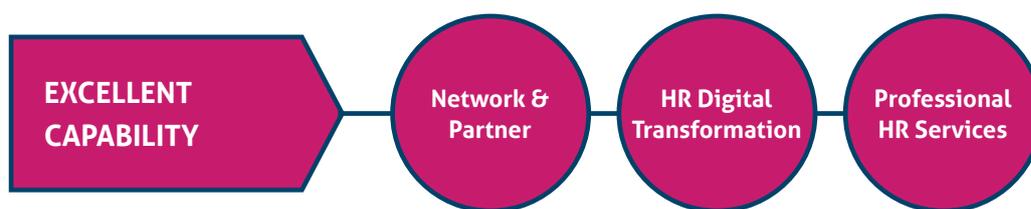
2.2 Capability & Talent – Invest in people & teams

- 2.2.1 Implement training for staff on “change” to support the delivery of the objectives of the TUH strategy and impact of COVID-19 on ways of working
- 2.2.2 Develop in-house capability to design and create our own e-learning programmes
- 2.2.3 To address challenges associated with recruitment of skilled staff, implement and evaluate a Phlebotomist Training Programme
- 2.2.4 Implementation of competency based framework for recruitment through to talent management and succession planning

2.3 Workforce Planning & Intelligence – understand our people and build capacity for workforce planning

- 2.3.1 Establish HR Data metrics to inform planning and decision making
- 2.3.2 Develop and implement training for line managers in workforce planning

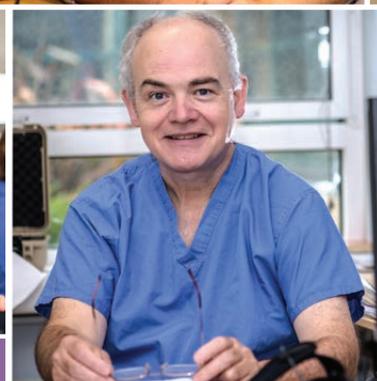
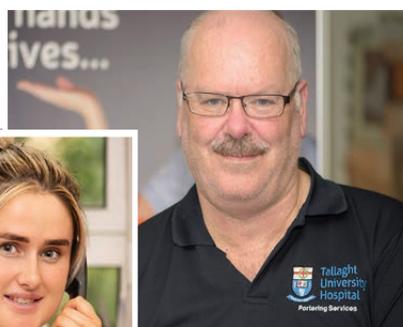
3 Excellent Capability



- 3.1 Network & Partner** – Optimise the whole system. Partner with service users, local communities, stakeholders and service providers
 - 3.1.1 Implement & evaluate a “Clinical Skills Enhancement” Education Programme for Nurses in Residential Settings in the region
 - 3.1.2 Delivery of a series of Masterclasses on Chronic Illnesses to nurses in Mental Health, Intellectual Disability Sector and Public Health/Community settings
 - 3.1.3 Continued development and marketing of our Walkways Programme to support roll out across the health service and further develop links with our business community on post programme placements
 - 3.1.4 Establish partnerships with community groups such as the South Dublin County Council volunteer group to expand on the volunteer resources that current provide an invaluable service to the Hospital
 - 3.1.5 Redesign processes to optimise access to online clinical information services
- 3.2 HR Digital Transformation** – connect and innovate. Creating a digital culture and workforce by supporting the development of digital skills
 - 3.2.1 Support the training programme for the implementation of the electronic patient record project
 - 3.2.2 Streamline processes in HR with the use of Robotic Process Automation
 - 3.2.3 Implement upgrade of AV equipment in the Hospital and training for staff on teleconferencing, podcasting etc.
 - 3.2.4 Implement training programme for staff on remote working
- 3.3 Professional HR Services** – *Focus on People and Relationships. Responsive and competent HR services designed to create value and impact to organisational priorities*
 - 3.3.1 Review of HR Policies to reflect changes in legislation and best practice
 - 3.3.2 Continue to provide workshops to line managers on updates on policies or procedures as required
 - 3.3.3 Review and update HR Directorate intranet content and establish links with the new staff app
 - 3.3.4 Implementation of pension statements for staff in the Single Service Pension Scheme

Thank you to our staff for all that you do

#TUHWorkingTogether



Acknowledgements:

I would like to acknowledge the contribution of all those who participated in the development of the HR Strategy 2020 - 2024, my Executive Management Team Colleagues, members of the Trade Union Alliance, Line Managers and Staff and members of the HR Directorate team who participated in stakeholder focus groups.

I would also like to thank the members of the Staff and Organisation Development Sub Committee of the Hospital Board for their ongoing support and input into this Strategy.

Finally, I would like to express my gratitude to all the staff in the HR Directorate comprising of the HR Department, the Centre for Learning & Development, the Library and the Occupational Health & Well-being Department for their valued work commitment to the services they provide and I look forward to working together to implement the objectives outlined in the Strategy.



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