Employee Engagement Road Show

Portiuncula General Hospital Ballinasloe
June 2015.
What we will cover

Governance
Board Governance - NED
Executive Governance – MP/TC/PN

Challenges and Priorities – MP

General Manager – Site information

Performance Metrics - TC

Communications - TC

Finance and IT - TB

Quality Safety and Risk - PN

Human Resources and Staff Engagement – JS

Healthy Ireland – JS

Public and Patient Engagement - JK
Saolta University Health Care Group

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 26th 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

Board Subcommittees
- Finance
- Audit
- Quality & Patient Safety
- Strategic Manpower Planning

Executive Council
- CEO
- COO
- CFO
- Chief DONM
- Chief CD
- HR Director
- CAO
- Clinical Directors
- General Managers
- Group HCD
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

<table>
<thead>
<tr>
<th>Saolta Five Year Strategy Plan</th>
<th>Ministerial Visits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff Engagement Roads Shows</td>
<td>Friends of Hospitals</td>
</tr>
<tr>
<td>Cross Border Initiatives</td>
<td>Patient Council</td>
</tr>
<tr>
<td>Executive Walkabouts</td>
<td>Sub Committees of Board</td>
</tr>
<tr>
<td>Hand Hygiene Training</td>
<td>Memorandum of Understanding</td>
</tr>
<tr>
<td>Foundation Strategic Plan 2014-2017</td>
<td>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.</td>
</tr>
<tr>
<td>Annual CEO Awards</td>
<td></td>
</tr>
<tr>
<td>Universal Health Insurance</td>
<td></td>
</tr>
</tbody>
</table>
Proposed Integrated Governance Structure

- Saolta Board
- CEO/Group Executive
- Group CD - Medicine
  - GM
- Group CD - Perioperative
  - GM
- Group CD - Diagnostics
- Group CD – Womens and Childrens

Institutions:
- GUH
- PHB
- RCH
- MGH
- SRH
- LGH
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
Patient Safety and Quality

- Ensure Services delivered Safely continue development of a patient safety culture Develop quality improvement plans to comply with the Safer Better Healthcare Standards.
- Executive and Local Group Walkabouts to support the development of a patient safety culture.
- Improve Hand Hygiene Compliance to achieve 100% staff trained and >90% compliance.
- Implementation of Hygiene Quality Improvement Plans.
- Safety Pauses – Hand Hygiene, Maternity, Pharmacy and St Clares
- Meet the requirements of the National Quality Assurance Programme in Histology.
- Implement Nutrition Quality Improvements in PHB as outlined in the 'Saolta Healthy Ireland Implementation Plan 2015-2017' in conjunction with stakeholders
- Productive Ward - roll out of Productive Ward to 2 new wards
- Early Warning Score – IMEWS, NEWS and PEWS Audits
- Progress the Maternity Review in Portiuncula and implement findings of review when completed.
- Obstetrics and Gynaecology - Implementation of National Guidelines and implementation of recommendations.
- Further development of Group Quality and Safety Structures
Access

- Meet National targets in respect of ED Patient Experience Times Inpatient and Day-Case Waiting List Targets Outpatient Waiting List Targets.
- Increase Home by 11am to 50% - currently 6-7%
- Review Theatre/OPD/Day Care Schedule to accommodate new consultants.
- Assist the Group to meet waiting list targets
Improvements/Initiatives 2015

- Implement Endoraad Clinical Endoscopy Information system in the hospital.
- Progress design of 50 bedded ward block.
- Progress priority minor capital works.
- Introduce Test Your Care Nursing metrics in Portiuncula
- Roll-out of Care and Behaviours Assurance System
- Introduce COPD care bundles
- Implement Healthy Ireland Strategy
- Design and Dignity Grant – Patient/Relative Room
- Re-accreditation of Baby Friendly
- Appoint Discharge Co-ordinator to assist with timely discharge and linkages with the Community services
- Implementation of Routine anti-D prophylaxis (Blood Transfusion)
- Microbiology INAB Accreditation - advance to pre-inspection status.
- Develop WI-fi for the site and upgrade servers to 2008
Resources and Finance

- Meet financial obligations and deliver services within budget and develop breakeven plan for the hospital and participate in Money Follow the Patient Programmes.
- Implement the findings of KPMG review on Taxation and Revenue Audit.
- Establish Hospital Data Governance Group and improve training on systems for staff.
- Complete implementation of time and attendance system for clerical/administration grades.
- Develop employee engagement initiatives to improve communications and visible leadership.
- Re-establish Long Service Awards and develop staff recognition system.
Governance Structure

- Work with the group to further progress directorate structures and reconfiguration/integration

Performance Management

- Continue Development of a Performance Culture in the Hospital and the use of KPI’s and Performance Management
- To deliver agreed levels of activity as per 2015 targets
- Developing a Workforce Plan for 2015
- Reduce Absenteeism to 3.5%
## Budget 2015

<table>
<thead>
<tr>
<th></th>
<th>Outturn 2014</th>
<th>Budget 2015</th>
<th>YTD Actual March 2015</th>
<th>YTD Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Pay</strong></td>
<td>48,200</td>
<td>45,200</td>
<td>12.5m</td>
<td>-0.9m</td>
</tr>
<tr>
<td><strong>Non – Pay</strong></td>
<td>15,500</td>
<td>15,974</td>
<td>4.5m</td>
<td>-0.5m</td>
</tr>
<tr>
<td><strong>Income</strong></td>
<td>-8,800</td>
<td>-9,437</td>
<td>2.1m</td>
<td>-0.2m</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>55,700</td>
<td>51,990</td>
<td>14.9m</td>
<td>-1.6m</td>
</tr>
</tbody>
</table>
## Activity Targets 2015

<table>
<thead>
<tr>
<th>Activity</th>
<th>Outturn 2014</th>
<th>Planned Target 2015</th>
<th>Year to Date March 2015</th>
<th>% Variance Year to Date v Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inpatients</td>
<td>13,066</td>
<td>13,036</td>
<td>3505</td>
<td>7.58%</td>
</tr>
<tr>
<td>Daycases</td>
<td>8,425</td>
<td>8,380</td>
<td>1856</td>
<td>-11.37%</td>
</tr>
<tr>
<td>ED Presentations</td>
<td>23,835</td>
<td>23,853</td>
<td>5976</td>
<td>0.2%</td>
</tr>
<tr>
<td>ED Admissions</td>
<td>8,437</td>
<td>8,184</td>
<td>2335</td>
<td>14%</td>
</tr>
<tr>
<td>Outpatients</td>
<td>49,590</td>
<td>49,588</td>
<td>13200</td>
<td>6.49%</td>
</tr>
<tr>
<td>Births</td>
<td>1,983</td>
<td>1,983</td>
<td>491</td>
<td>-0.8%</td>
</tr>
<tr>
<td>Category</td>
<td>Dec-14</td>
<td>Jan-15</td>
<td></td>
<td></td>
</tr>
<tr>
<td>-----------------------------------</td>
<td>---------</td>
<td>---------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Support Services</td>
<td>71.53</td>
<td>72.33</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Health and Social Care</td>
<td>69.92</td>
<td>67.26</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Management/Admin</td>
<td>110.96</td>
<td>109.08</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Medical/Dental</td>
<td>70.36</td>
<td>71.48</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nursing</td>
<td>283.22</td>
<td>284.26</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other Client and Patient Care</td>
<td>49.84</td>
<td>49.89</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>655.83</td>
<td>654.3</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Employee Engagement
Portiuncula Hospital
June 2015
Employee Engagement Survey

‘Have Your Say’

Opportunity for all Staff to have their say

Local Steering Group established October 2014 following expressions of interest from all staff

 Recommendations of Survey

Developed Local Implementation/Work Plan
Key Areas

Communication

Dignity, Respect and Morale

Visible Leadership

Team Working
Initiatives
Dignity, Respect

Team

- Staff Recognition Scheme 2015
- Re-establish Long Service Awards
- Group CEO Awards

- Stock-take of Team Meetings
Communication

- Staff Briefing Sessions –
  - December 2014 and May 2015
- Photo Boards in all Ward Areas as part of Productive Ward

Visible Leadership

Local and Executive Quality and Safety Walkabouts to incorporate clinical and non-clinical areas – Schedule for 2015
Thank You
Chief Operating Officer

Performance Metrics

Communication & Engagement
Finance
Budget 2013 to 2015

<table>
<thead>
<tr>
<th></th>
<th>Budget 2013</th>
<th>Budget 2014</th>
<th>Budget 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>€m's</td>
<td>609.8</td>
<td>651.7</td>
<td>637.5</td>
</tr>
</tbody>
</table>

Saolta University Health Care Group
Budget

€50.5m
Expenditure as at end March 2015

<table>
<thead>
<tr>
<th></th>
<th>YTD Actual</th>
<th>YTD Budget</th>
<th>YTD 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>€m’s</td>
<td>166.5</td>
<td>157.8</td>
<td>158.6</td>
</tr>
</tbody>
</table>
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

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.
‘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

Town Hall Meetings

Heads of Department Meetings

Local site newsletters

Staff input to local and Group newsletters

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

Quarterly Briefing Sessions for staff

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

Digital signage roll-out across sites (Q4 2015)

Group internet – www.saolta.ie

Group Social Media Twitter @saoltagroup; Linkedin

Group Newsletter – Saolta e-Newsletter

Notice Boards

Suggestion Boxes

Listening forum

Roadshows

Dignity at Work Sessions for staff

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 exemplary 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
Group 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