

Username

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Please indicate your sector of involvement/interest

Other/Cross-Sectoral

Location

Dublin

1. What changes in models of care and in the way we deliver care are (a) most urgent, and (b) what implications will this have on capacity requirements?

A. The Workplace Health and Wellbeing Unit was set up in March 2016 under Priority 2 Staff Engagement within the Health Services People Strategy 2015-2018. [www.hse.ie]. With reference to the HSE People Strategy 2015-2018 "We have clearly defined workforce planning as a key component of our people strategy and we recognise that "across the health system a talented, committed workforce through their collective knowledge, skills and hard work provide excellent health services to those who need care and to the wider community". [www.hse.ie]

The areas of governance and responsibility for the Workplace Health and Wellbeing Unit are:

- Occupational Health Services
- Health and Safety Function
- Employee Assistance Programmes
- Staff Health and Wellbeing

The setting up of the Unit in March 2016 was in response to a number of reports and recommendations over the years. The Report of the National Task Force on Medical Staffing, 2003 (The Hanly Report) clearly recommended improvements in the organisation, structure and staffing of hospital systems to deliver care at its best. The McDonald and Melly review of Occupational Health Services in the Health Service Executive Dublin NE, 2008 and the publication of a Proposal for a Unified Health and Safety Function 2015- Consultation Paper following a Review of Health and Safety Performance within the HSE.

Key Work Areas are as follows:

- Comprehensive Integrated and Streamlined Supports for Employees in the Irish Health Service
- Providing a safe environment in which to work for all staff through standards and compliance with Health and Safety Legislation
- Development of Standards and a Quality Improvement Tool for Occupational Health Services
- Development of Standards and a Quality Improvement Tool for Employee Assistance Programmes and allied services
- Promoting Positive Health and Wellbeing for all staff under a defined framework

Our recommended model of care for OHS in the Irish Health Service is informed by and supported by evidence from the research and optimum workforce planning methodologies. The vast majority of best practice and evidence comes from the NHS, UK.

Healthy Staff, Better Care for Patients (2011) proposed a realignment of Occupational Health Services for the NHS. From an Irish Health Service perspective, this model can be replicated.

- To provide services to prevent staff becoming ill or injured at work - this will be lead through the Health and Safety Function and Occupational Health Division of WHWU
- To actively promote health and well-being in the workplace through Occupational Health Divisions

and Human Resources portfolios.

- To maximise access to and retention of work through timely rehabilitation services through Occupational Health Services and Human resources portfolios and internal and external rehabilitation services.

Three specific areas will be addressed within the proposed model of care for OHS for the Irish Health Service

1. Minimum Service Levels for Occupational Health Services

One of the first priorities of the Workplace Health and Wellbeing Unit was to commence a review of existing International OHS Standards. In accordance with the Quality Assurance Framework (QAF) Safety and Quality Improvement Directorate, A Standards Project Group and an Expert Advisory group was formed. The group included representatives from Health and Safety, Staff Health and Wellbeing and Occupational Health Services Nationwide. The draft standards were sent out for broad consultation, including to service users, in April 2017. Standards for Occupational Health Services for The Irish Health Service were launched in May 2017.

The Following Themes form the basis for the Occupational Health Standards which will be supported using the HSE Quality Assessment + Improvement Framework

Theme 1: Worker Centred Care

Theme 2: Safe Effective Care

Theme 3: Workforce Planning and Resources

Theme 4: Leadership, Management and Governance

Theme 5: Use of Information

As described, Occupational Health Services will provide six core services informed by the above themes:

1. Prevention – of ill health caused or exacerbated by work
2. Timely intervention- easy and early treatment for the main cause of sickness absence.
3. Rehabilitation – to help staff stay at work or return to work after illness
4. Health Assessments for work- to help manage attendance, retirement and related matters
5. Promotion of health and wellbeing – using work as a means to improve health and wellbeing and using the workplace to promote health
6. Teaching and training – encouraging staff and managers to support staff health and well-being

It is essential that Occupational Health Services for healthcare staff meet a minimum specification based on the six core services as listed above and includes the following:

- All OHS must work towards an accreditation /standards process which will include Key Performance Indicators.
- Service Provision must be clearly defined and include financial reporting
- Organisations must state clearly the following points, accessibility, equity, independence, inclusiveness, innovation and partnering with communities.

2. How can current capacity be more effectively used?

Workforce planning at an operational and a strategic level is a priority with the following principles

- Main stakeholders are committed to and involved in the planning process with clear lines of responsibility and accountability being defined.
- Building from a structured information base on current staffing, and relevant activity for departments.
- Development of an overview analysis to identify need for and scope for change.
- An agreed workforce plan, which will include a cycle of review and update.

Using a practice development approach; this involves collaboration and engagement, a “bottom up and top down approach” which is recognised as optimal.

This will include the following data collection

- Measurement and interpretation of demand for services
- Assessment and review of organisational characteristics of services care to understand their influence on staffing
- Examination of the current capacity to meet service demand
- Profile the capability of the staff .
- The development of key performance indicators/key metrics across the professions and services.
- Measurement of staff engagement levels to enhance positive organisational behaviours

All of above needs to be done on an Integrated Model to WFP

3. What do you consider to be the priorities for capital investment over the next 15 years?

Information Technology and in particular - data definition

Transportation