



Feidhmeannacht na Seirbhíse Sláinte
Health Service Executive

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HSE HR Circular 06/2006

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To: National Directors
Each Assistant National Director National Hospitals Office
Each Hospital Network Manager, National Hospitals office
Each Assistant National Director P.C.C.C., National Care Group Managers
Each L.H.O. Manager
Each C.E.O. – Voluntary Hospitals
Each C.E.O. – Intellectual Disability Sector

Re: Team Based Performance Management

Dear Colleague,

As you will be aware, the health services embarked on Team Based Performance Management on a pilot basis in 2004. It is significant, I believe, that the initial independent evaluation of this system indicated that it *“breaks new ground and contributes towards a change in culture. By placing an emphasis on teams and involvement of staff the effects have been very encouraging and prove the theory on the positive effects of staff participation and empowerment initiatives on motivation and discretionary effort”*.

It is clear from the roll out of the scheme in 2005 that this initiative has been embraced by staff and tangible benefits have been achieved, such as value for money, improved service delivery initiatives, more cohesive teamwork and enhanced communication. The scheme is now operating in a multiplicity of locations.

However, we all need a renewed commitment to roll out this system to maximum possible level. This is in accordance with the terms of Sustaining Progress – Social Partnership Agreement 2003-2005 which called for the process to be *“expedited and the roll out of performance management scheme accelerated to successfully align effective utilisation of human resources with strategic and operational performance priorities”*.

Our Corporate Plan and the H.S.E. Service Plan for 2006 identifies Team Based Performance Management and team working as specific objectives. We are committed to:

“develop models of team-working including further development of the Clinicians in Management Initiative, to contribute to enhanced team working and service delivery, with models of team-working for each service developed and implementation plans agreed”

(Corporate Plan Action 3.4.1)

“Expand the number of locations using the Team Based Performance Management Initiative”

(Corporate Plan Action 3.4.1)

As Team Based Performance Management now takes hold in the general operational framework of the health services it has moved beyond the stage of being a pilot project or solely a H.R. initiative. It is important to ensure that the potential for operational improvement, more cohesive delivery of services and employee involvement are fully developed by all senior managers.

Each senior manager and staff member has a responsibility to ensure that Team Based Performance Management is operating within their area of responsibility, particularly across multi-disciplinary teams, and that arrangements are put in place to ensure its continued expansion and sustainability into the future. In this context each manager should be in a position to report significant progress in this area throughout 2006 and beyond.

The National HR Directorate is determined that individual team members will get the support required to allow them to optimise their participation. This support will include the availability of Personal Development Planning (PDP) to support their own development needs in the context of the wider service development needs. Personal Development Planning must be anchored in team and organisational development plans.

Team working is at the heart of the reform programme and I am confident that with organisation wide team-working we will be able to greatly enhance patient care and increase job satisfaction. I see the expansion of this program in 2006 as a key performance metric for each Local Health Office and Hospital Network and, in particular among multi-disciplinary teams in primary, community and continuing care. Innovative proposals in relation to team development across hospital and community sectors will be particularly welcome.

The National Director of Human Resources is establishing a National Steering Group to oversee and support the on-going mainstreaming of Team Based Performance Management. This group will be set up in association with the H.S.E. Employers Agency. It will be in contact in relation to 2006 proposals shortly.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Brendan Drumm', followed by a horizontal line.

**Professor Brendan Drumm,
Chief Executive**

**Cc Martin McDonald, National Director of Human Resources
Jim Fleming, Ass. Nat Dir of HR –Performance & Development
Sé O' Connor, Assistant CEO-HSE EA**