



The Health Boards Executive  
*Working Together for Health*

# **“HeBE Way of Working ” – Implementing Decisions**

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# Establishment of HeBE

- An initiative of the 11 CEO's of the health boards & ERHA where there was an increasing recognition and requirement for a collaborative approach
- Established by the Minister for Health & Children in February 2002
- Enables the health boards, the Eastern Regional Health Authority and non statutory service providers to work together to modernise the health service delivery system
- Guided by the *Health Strategy 'Quality and Fairness' A Health System for you*



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# Establishment of HeBE- Cont'd

## Goal

- Adds value to work of member organisations, enabling health boards to undertake work together. HeBE performs an enabling and a facilitating role

## Principle

- The core principle governing the work of HeBE is collaboration  
- Working Together for Health

## Board of HeBE

- 11 CEOs of health boards and the ERHA
- Two representatives of Voluntary Hospitals attend Board meetings



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# HeBE 'Way of Working'

- Management by projects approach
- Customised to the Health Service Delivery System
- Encapsulated in the HeBE Project Methodology Guide





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# HeBE Project Methodology Guide

- Scalable methodology
- Guideline for managing the project life cycle
- 4 Phased life cycle approach - Conception, Definition, Implementation, Close-out
- Based on the Project Management Institute - 'Project Management Body of Knowledge' (PMBOK)
- Draws on existing best practice in HeBE
- Integrated with wider business processes
- Continuous Quality Improvement approach
- Supported by templates, training, mentoring and web based collaborative tools
- Endorsement of Methodology by IEI & University of Limerick underway
- Certification of personnel trained in progress



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**The Health Boards Executive's  
Recruitment & Advertising Project  
(January 2001-March 2004)  
(Example)**



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# Phase 1- Conception

## Jan 2001-Mar 2002

- Health Boards & ERHA's' Recruitment and Advertising considered to be too expensive and too fragmented
- Scoping Exercise undertaken
  - Team representative of Health Boards/ERHA appointed to conduct the exercise
  - Consultancy group engaged to review recruitment arrangements in Health Boards/ERHA and make recommendations to the scoping team
- Options considered by scoping team and best option identified and communicated to HeBE Board



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# Conception Phase – Cont'd

## Apr 2002-Aug 2002

### Project Proposal Developed:

#### Objectives

- To brand the Health Boards/ERHA as a single health sector employer in national advertising while retaining the individuality of the boards
- To get the best value for money in job advertising
- To promote web based advertising and recruitment by establishing a central recruitment website





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## Conception Phase – Cont'd

### Apr 2002-Aug 2002

- Timeframe: August 2002 - March 2004
- Budget : 2002-2004 = €203k
- Project Structure:
  - HeBE Board
  - Lead CEO/Chairperson
  - Project Manager
  - Steering Group (Directors of HR)
  - Project Team (Recruitment Managers of Boards & ERHA)



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# Conception Phase Outputs

## - Aug 2002

- Project Proposal approved
- Project Manager recruited
- Project Team nominated
- Lead CEO agreed

**Project Proposal serves as charter for the project**



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## Phase 2 – Definition

### Sept 2002 - Jan 2003

- Project Kick off Meeting
- Project Team inducted to HeBE ‘Way of Working’
- Work Plan developed
  - Review current advertising procedures & spend
  - Develop recommendations and implement a solution which provides for common advertising standards, in accordance with best practice, in Health Boards
  - Develop and implement a value for money solution
  - Develop and implement a plan to promote web based advertising & recruitment



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# Definition Phase – Cont'd

## Sept 2002 - Jan 2003

- Work Package/ tasks assigned
- Roles & Responsibilities established
- Reporting Structures clarified
- Plan approved by Lead CEO



## Phase 3 – Implementation

### Feb 2003 - Nov 2003

- Advertising solution developed
- Approved by HeBE Board
- Solution - Implemented
  - Procurement of advertising company
  - Standardisation processes & procedures
  - Development of management reporting system
  - Development of single brand
  - Single website recruitment service established
  - Management of stakeholder communication
  - Management of change (elaborated scope encompassing development of common policies and procedures for recruitment - approved by HeBE Board)



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## Phase 4 - Close-Out Nov 2003 - Mar 2004

- Final report to the Board - recognising an ongoing involvement /maintenance by HeBE to ensure new way embedded
- Lessons learnt
- Admin Close - Out



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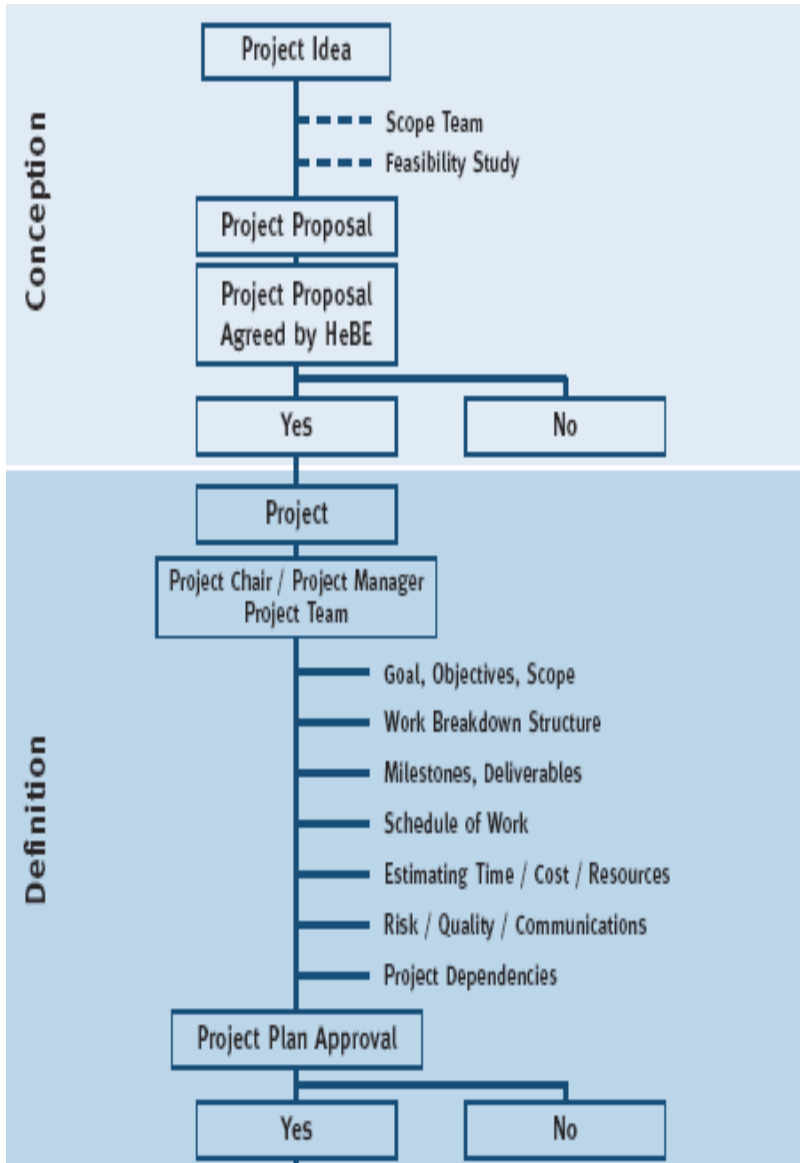
# Project Deliverables

Nov 2003 - Mar 2004

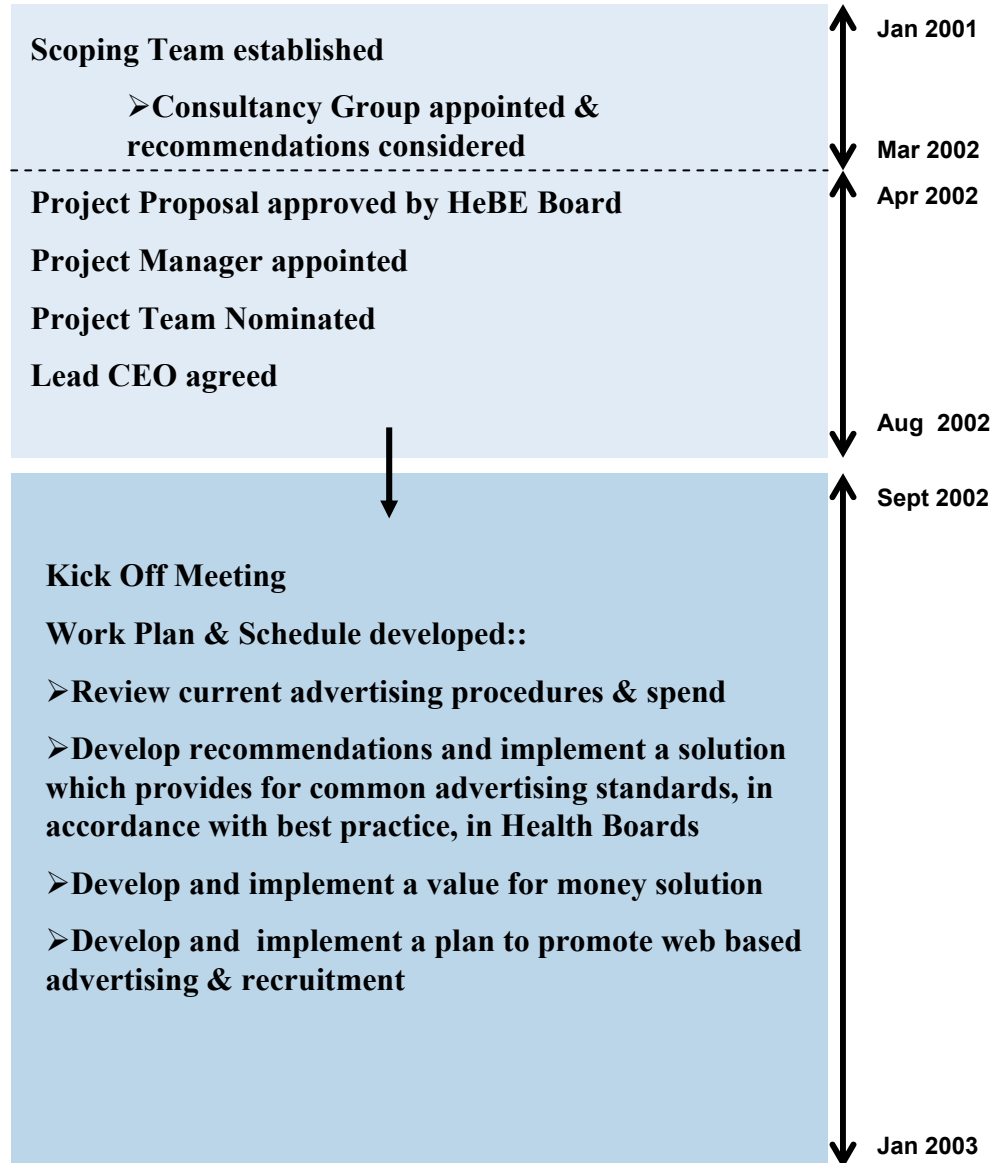
- Collaborative national approach to recruitment/advertising in the national press developed and launched on the 30/11/03 under new brand “Careers with the Health Board”
- Conjoint collaborative website established - “Careers in Health Care” and free phone number launched 30/11/03
- Visitors to the site = 252,778 (Nov '03 -Sept '04)
- Recruitment/Advertising spend reduced by:
  - 53% in 2003 = €1.3 million
  - further 40% reduction in 2004 of €0.5 million
- Standard set of policies/procedures implemented across Health Boards

# Project Life Cycle

## Process Flowchart

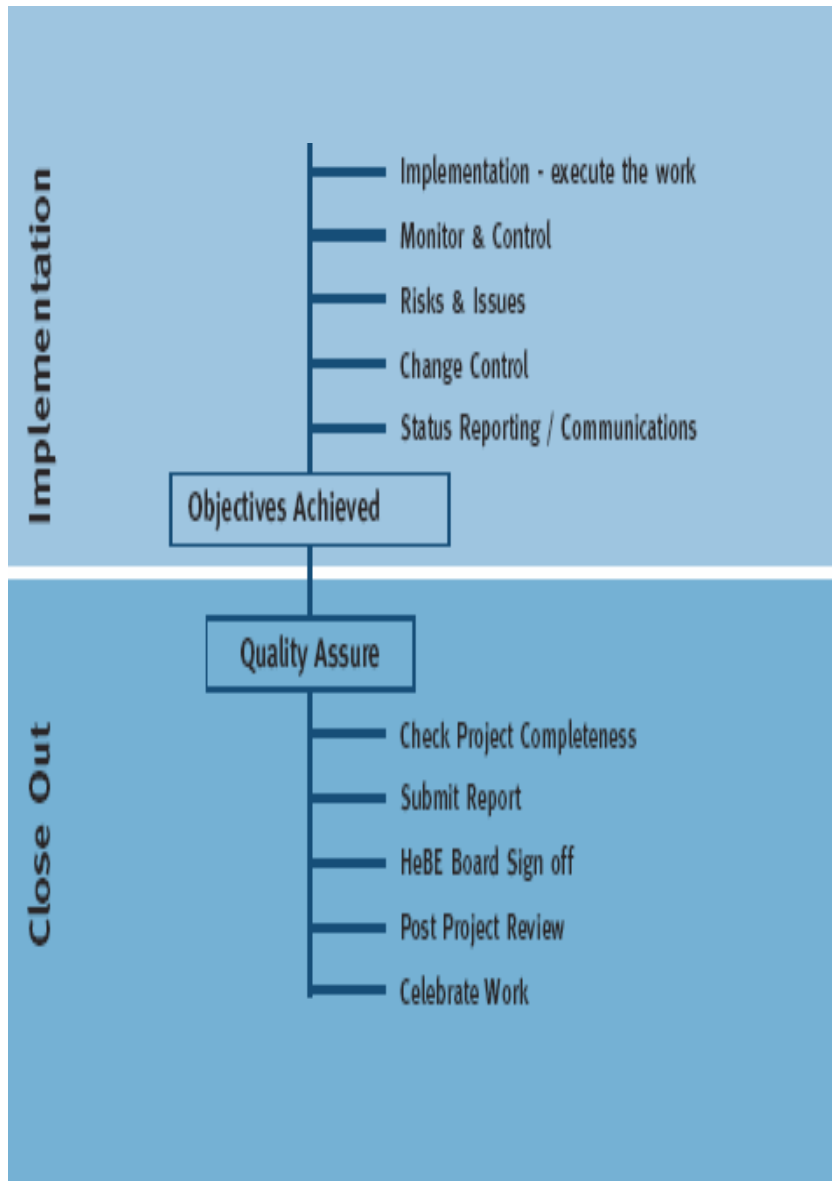


## Recruitment & Advertising Project





## Process Flowchart



## Recruitment & Advertising Project

