Aim

To improve absenteeism rates and staff wellbeing by introducing a mandatory training programme for line managers to be proactive in Attendance Management and Occupational Health Referrals

Context

High absenteeism rates can potentially affect patient care and staff morale. At the outset, discussion among the team recognised the scope of the project topic was too vast. Discussion with stakeholders and a subsequent survey of managers revealed resistance, lack of knowledge/guidance in dealing with attendance management issues and the management referral process. Introducing a training programme will improve absenteeism rates, reduce inappropriate referrals and so reduce waiting times for Occupational Health reviews.

What We Did

What are we trying to accomplish?

- By the 19th December 2017 we had researched existing OH practices and met with stakeholders
- By end of February 2018 we analysed survey results and identified training needs
- By the end of April 2018 arranged pilot training session for line managers

Plan

- Reviewed processes across four sites in the RCSI Group
- Identified local variations in processes:
  - Management referrals
  - Consent
  - Wait times
  - Resources

Do

- Monthly project meetings
- Met with key stakeholders
- Reviewed HSE documents
- Created questionnaire for line managers

Study

- Analysed results of questionnaire
- Identified training needs
- Explored on-line referral system
- Recognised Connolly Hospital as pilot site for management referral training

Act:

- Training provided for 19 line managers in Connolly Hospital which was facilitated by Deborah Moriarty, CNM in Occupational Health
- Post-training questionnaire analysis

What We Achieved

Throughout our research and communications with stakeholders we identified a gap in training for line managers within the current structure. The graph below showed the requirement for

We received very positive feedback from the training session, example below:

“Very well structured and informative session. A regular event would be recommended.”

Recommendations:

1. Standard training for line managers in each hospital
2. On-line referral system across RCSI Group

Key Learning

- Networking and working as a team across different disciplines within the RCSI Group
- Developing skills in identifying, managing and overcoming obstacles
- Recognising being a leader does not mean we have all the answers

Acknowledgements

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References

1. HSE Managing Attendance Policy
2. Workplace Health and Wellbeing Unit, People Strategy 2015-2018
3. HSE Safer Better Care: Standards for Occupational Health Services 2017