



Feidhmeannacht na Seirbhíse Sláinte  
Health Service Executive

# Development of New Records Management Strategy

PRONI / RMS Conference

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# Health Service Executive

- State Organisation – Managing Irish Public Health Service.
- 4 Operational Regions - 26 Counties
- HSE Board, CEO and Management Team.
- Large Programme of Change.
- Currently Restructuring – Integrated Services.
- Annual budget over 15 Billion Euro.
- Over 100,000 staff.
- [www.hse.ie](http://www.hse.ie)

# Genesis of the Project

- Pre January 2005 – Health Boards
- Pockets of Interest and Good Practice in RM.
- Formation of HSE - Acute Hospitals Exercise.
- National Code of Practice for Healthcare Record.
- Framework for Management of HC Record.
- Recognised need for Broader Focus.

# Our Target

- Support Vision of Easy Access, Public Confidence and Staff Pride.
- Over Arching Framework for RM Activities.
- Alignment with Organisation's Business Activity.
- Signalling a New Direction for RM.
- Well Designed, Dependable System.

# Project Group Formation

- Champion and Sponsor Identified.
- Project Manager Selected.
- Project Group Assembled.
- Services of External RM Consultant.
- Meetings and Teleconferences

# General Approach

- Literature Review – Far and Wide
- Set within Information Governance Framework.
- Set against integrated Quality, Safety and Risk Framework.
- Best Practices, Legal Requirements, Standards and Professional Guidelines.
- Initial Awareness to Staff.
- Consultation and Feedback Senior Managers.
- Consulted with RM Experts

# Strategy Content

- Introductory Elements
- Aim and Objectives
- Implementation Plan
- Summary and Conclusions
- Bibliography
- Membership of the Group
- Glossary of Terms

# Introductory Elements

- CEO Foreword.
- Executive Summary.
- Introduction.
- What is Records Management?
- Scope of the Strategy.
- Drivers and Benefits of the Strategy.

# Aim and Objectives

- Communication and Consultation.
- Accountability.
- Core Processes
- Capability.
- Outcomes.
- Monitoring and Review.
- Assurance.

# Implementation Plan

- Communication and Consultation.
- Accountability.
- Core Processes
- Capability.
- Outcomes.
- Monitoring and Review.
- Assurance.
- Change Model

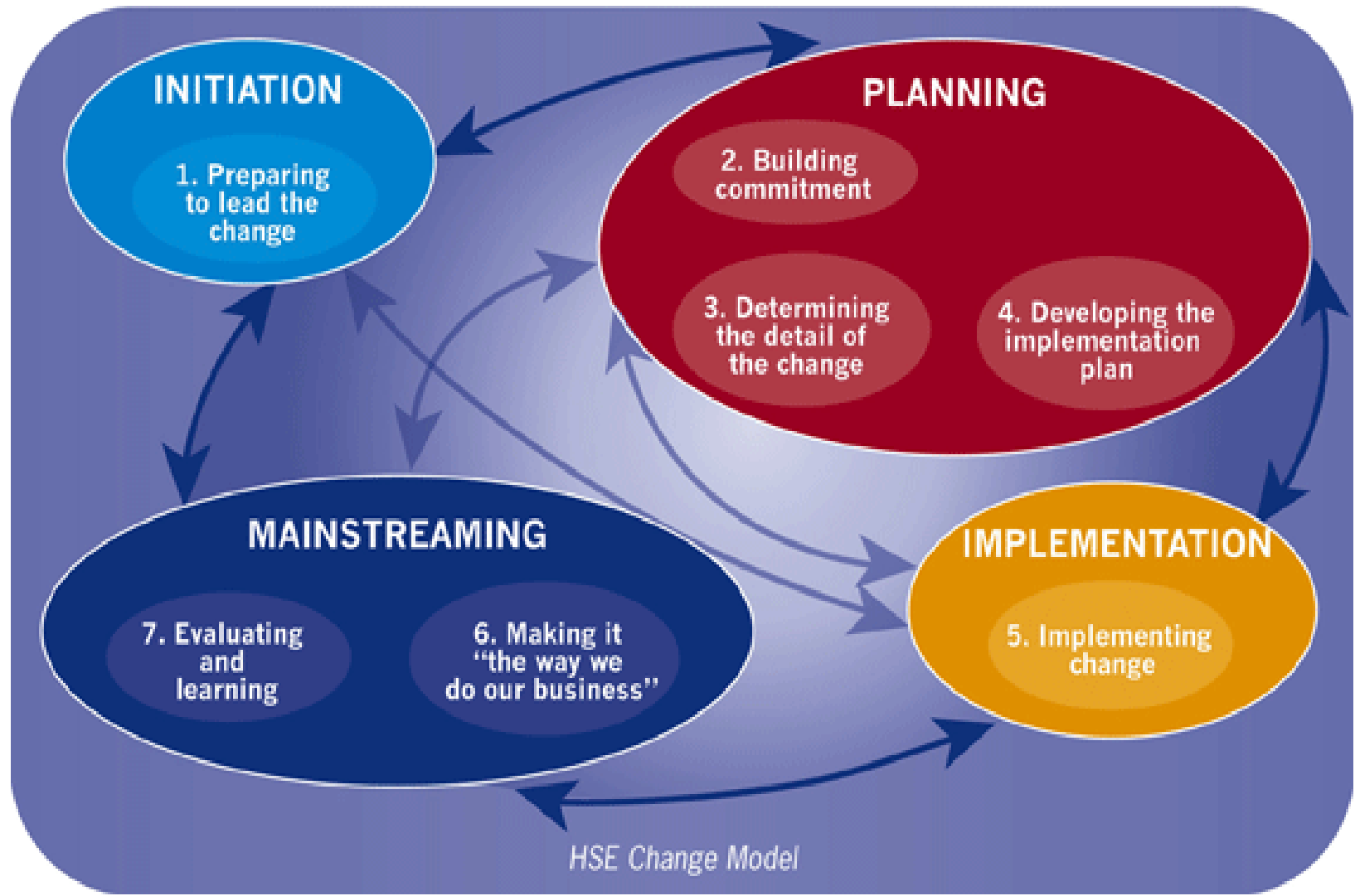
OBJECTIVE	ACTION	RESPONSIBILITY	TARGET DATE	RESOURCE IMPLICATIONS
<p><b>Appropriate and effective mechanisms are in place for communication and consultation on the planning, delivery and the evaluation of the Records Management function with key stakeholders within and outside the HSE.</b></p>	<p>DEVISE A STRUCTURED COMMUNICATION PLAN FOR CONSULTATION AND DISSEMINATION OF INFORMATION AND RESPONSIBILITIES IN RELATION TO RECORDS MANAGEMENT.</p>	<p>NATIONAL DIRECTOR OF QUALITY AND CLINICAL CARE WITH RM COMMITTEE AND COMMUNICATIONS DEPARTMENT</p>	<p>2010</p>	<p>STAFF TIME</p>
	<p>RAISE AWARENESS OF RECORDS MANAGEMENT WITHIN THE HSE VIA THE PROVISION OF REGULAR UPDATES AND GUIDANCE.</p>	<p>NATIONAL DIRECTOR OF QUALITY AND CLINICAL CARE IN CONJUNCTION WITH RM COMMITTEE/ RM STAFF – UTILISING LARGELY EXISTING ROUTES (E.G. INDUCTION, TRAINING &amp; DEVELOPMENT, LINE MANAGEMENT, INTRANET)</p>	<p>2010 ONWARDS</p>	<p>STAFF TIME</p>
	<p>PUBLISH ALL STRATEGY AND POLICY DOCUMENTS ON THE APPROPRIATE MEDIUM AND UPDATE AS NECESSARY.</p>	<p>NATIONAL DIRECTOR OF QUALITY AND CLINICAL CARE AND COMMUNICATIONS DEPARTMENT</p>	<p>2010 ONWARDS</p>	<p>ASSOCIATED COSTS</p>

# Summary and Conclusions

- Importance of Records.
- Importance of Records Management.
- Benefits of Records Management Strategy.
- Reinforce links with Governance and Quality and Risk.
- Highlight The Way Forward.
- Bibliography.
- Project Group Membership.
- Glossary of Terms.

# Next Steps

- Final Sign Off by SMT
- Agreement on Governance
- Insert into HSE Service Plan
- Set up Implementation Team
- Prioritise Action Plan
- Identify Quick Wins
- Start Implementing
- Mainstream



HSE Change Model

# Components of a Records Management Strategy

## Establish records management leadership framework

- Establish RM leadership structures
- Allocate appropriate resources

## Implement records management policies and procedures

- Develop and implement policies and procedures to comprehensively manage all records
- Draft and adopt overall RM policy

## Clarify records management roles and responsibilities

- Clarify and raise awareness of managerial responsibility and accountability and ensure all staff understand and are aware of their roles and responsibilities

## Provide secure systems for paper and e- records

- Establish systems to maintain confidentiality, security and integrity of paper and electronic records

## Provide fast and efficient access to paper and e- records

- Develop and implement systems to provide efficient access and ensure compliance with FOI and Data Protection

## Train all staff in records management

- Train all staff in records management appropriate to their roles and responsibilities

## Communicate records management effectively to all staff

- Communicate records management issues effectively to staff



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