Job Description and Person Specification

Group Director of Unscheduled Care

Reference: IEHG/15/002 5 year fixed term contract

Closing Date: Thursday, 30th April 2015

Mary Day, Chief Executive / Tom Lynch, Chairman
Ireland East Healthcare
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Group Director of Unscheduled Care
Ireland East Hospital Group
Job Specification and Terms & Conditions

<table>
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<tr>
<th>Job Title and Grade</th>
<th>Group Director of Unscheduled Care – Ireland East Hospital Group (General Manager Grade - Grade Code 0036)</th>
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<tbody>
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<td>Campaign Reference</td>
<td>IEHG/15/002</td>
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<td>Closing Date</td>
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<tr>
<td>Location of Post</td>
<td>Within the geographical area of the Ireland East Hospital Group. Exact location will be indicated at job offer stage.</td>
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<tr>
<td>Organisational Area</td>
<td>Ireland East Hospital Group</td>
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Context/Background

The reform actions necessary to enable the Government to deliver 'whole system' health reform, as undertaken within the Programme for Government, are laid out in Future Health: A Strategic Framework for Reform of the Health Service 2012 – 2015. The establishment of Hospital Groups is an integral part of this reform, which will see public hospitals reorganised into more efficient and accountable hospital groups that will harness the benefits of increase independence and greater control at local level. The Government’s decision regarding the establishment and operation of the new hospital groups is informed by two reports The Establishment of Hospital Groups as a Transition to Independent Hospital Trusts and The Framework for Development – Securing the Future of Smaller Hospitals. These reports fulfil important commitments in Future Health for the reform of the health service.

The overarching aim of the wider health system reform programme is to deliver a single-tier health system based on Universal Health Insurance (UHI), underpinned by the principle of social solidarity, with equitable access based on need and not on ability to pay. In preparation for the introduction of UHI, a new financing system, Activity based funding will be introduced. The alignment of ABF with the national clinical programmes will provide Hospital Groups with the tools to provide effective and efficient services within a clear national framework.

Initially the Hospital Groups will be established on a non-statutory administrative basis with an Interim Group Board appointed by the Minister for Health overseeing the delivery of high quality, safe patient care. In the first year of operation each Hospital Group will develop a strategic plan for future service configuration. These plans will describe the provision of more efficient and effective patient services; how the services will be reorganised to provide optimal care to the respective populations; and the plans to achieve maximum integration and synergy with other Hospital Groups and all other health services, particularly primary and community care services.

Each Group will have a single consolidated executive management team, with responsibility for performance and outcomes, within a clearly-defined budget and employment ceiling. The executive management team will have autonomy to reconfigure services across the group, including the deployment and redeployment of all staff, subject to an agreed policy framework and approval process.

In addition each Hospital Group will have a primary academic partner which will ensure the capability of the Group to delivery on healthcare teaching, training and research and innovation agenda in an integrated manner.

The establishment of Hospital Groups and, subsequently, Hospital Trusts, will enable hospitals to provide care in the right way at the right location. This will be done in a manner that ensures a safe, high quality service for all, maximising and capitalising on the strengths of both larger and smaller hospitals, with better outcome for patients. Following an agreed period of time rigorous evaluation of each group will be undertaken to ensure it is fit for purpose to function as a Hospital Trust. Legislation will be put in place to enable Independent Hospital Trusts to be established taking account of any changes to Groups which may emerge from the review process.
### Reporting Arrangements
The Director of Unscheduled Care will report directly and be accountable to the Deputy Group Chief Executive Officer of the Ireland East Hospital Group.

### Key Working Relationships
In the execution of the role, the Director of Unscheduled Care will have key working relationships with the IEHG Executive Management Team and with senior managers/clinical staff in each of the acute hospitals. For example, within the IEHG Executive Management Team, the Director of Unscheduled Care will work with:

- Group CEO and Deputy Group CEO
- Clinical Director(s)
- Group Director of Nursing
- Group Chief Financial Officer
- Group Director of Human Resources
- Group Director of ICT
- Group Director of Quality Risk and Patient Safety

Within the acute hospitals, the Director of Unscheduled Care will work with:

- CEO/General Manager
- Chief Operating Officer
- Director of Nursing
- Clinical Director for Medicine/Emergency Medicine
- ED and AMU staff

The Director of Unscheduled Care will also have a key role in working with Community Health Organisations across the Group to develop optimal egress pathways for patients from our acute hospitals.

### Scope of the Role
The Ireland East Hospital Group includes the following hospitals:

- Mater Misericordiae University Hospital
- Our Lady’s Hospital, Navan
- St Vincent’s University Hospital
- Midland Regional Hospital Mullingar
- Wexford General Hospital
- St Luke’s General Hospital, Kilkenny
- St Columcille’s Hospital
- Cappagh National Orthopaedic Hospital
- Royal Victoria Eye and Ear Hospital
- St Michael’s Hospital, Dun Laoghaire
- National Maternity Hospital

The post holder will have responsibility for the Unscheduled Care for all Hospitals in the Group. He/she will be accountable for the clinical and operational governance for all staff under his/her authority and will be answerable for quality and safety matters within the service area. Quality and Safety will be to the forefront of the post and the post-holder will play a key role in the development and implementation of Risk Management initiatives for his/her areas of responsibility.

### Purpose of the Role
The Group Director of Unscheduled Care will attend the Group’s Executive Management Team meetings and will have a key role in creating an atmosphere and culture where excellence can flourish with strong multidisciplinary collaboration across the Group.

This role will be critical in relation to the provision of support and clear leadership at a Senior Management and Executive level within IEHG and its constituent hospitals.
Patients waiting on trolleys remain one of the biggest challenges for the acute hospital sector. Patients who spend inappropriate lengths of time in our EDs have poorer outcomes, so this is an issue of patient safety, as well as dignity and respect. With two large model four hospitals, with very busy emergency departments having the highest attendances within the Dublin Academic Teaching Hospitals, and with four model three hospitals, three of whom have significant ED demand managing ED activity will be a key strategic priority for the Group, and the Director of Unscheduled Care.

The Director of Unscheduled Care role will be a member of the IEHG Unscheduled Care Governance Committee and will be responsible for the development of an Unscheduled Care strategy for the Group.

The Director of Unscheduled Care will be responsible for supporting and successfully delivering the National Clinical Programmes within IEHG, in particular the Acute and Emergency Medicine Programmes and ensuring that the revised clinical pathways deliver high quality, patient centred, safe and sustainable clinical services.

<table>
<thead>
<tr>
<th>Principal Duties and Responsibilities</th>
<th>Creating a vision for the Service and Delivering Strategy</th>
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<tbody>
<tr>
<td>• Provide strategic, operational and clinical leadership and direction for IEHG in relation to unscheduled care, which results in the delivery of effective, efficient, quality assured and patient centred care.</td>
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<td>• Be responsible and accountable in corporate and executive terms for the organisation and day to day operation and delivery of patient focused services within the unscheduled care directorate, at Group level.</td>
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<td>• Be responsible for creating a vision for Unscheduled Care that is aligned to the Strategic Plan for IEHG and the Government policy on acute hospital reform.</td>
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<td>• Work closely with clinicians and staff in the delivery of optimum patient flow within the Group.</td>
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<td>• Ensure that colleagues in the clinical and non-clinical services, both at Group and Hospital level, have a clear understanding of the objectives for patient flow and effective capacity management, and the part that they play to deliver these objectives.</td>
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<td>• Ensure the strategic development of a patient flow service which is safe, efficient and effective and which plays a major contributory role in the achievement of Group’s priorities and targets.</td>
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Leadership & Performance Management

• Work closely with members of the Executive Management Team and contribute to the preparation and execution of plans for the service.
• Provide leadership in the formation and development of a collaborative team, consisting of the key senior stakeholders which will successfully develop an unscheduled care strategy and meet the operational demands of unscheduled care across the Group.
• Provide consistent and visible leadership to directly managed staff and in the interface with other senior managers and their teams in the acute hospitals.
• Ensure that the Group Chief Executive Officer and Deputy Group CEO are supported in the delivery of all key performance measures regarding unscheduled care.
• Demonstrate effective leadership through exemplary people management and adherence to the Group’s Human Resources policies and procedures.
• Responsible for implementing appropriate key performance measures within the unscheduled care directorate, and accountable for ensuring compliance with targets.
• Support corporate performance in relation to the delivery of national targets as defined by the HSE in relation to Unscheduled Care as appropriate for the role.
• Work closely with clinicians and managers to ensure that national standards are delivered and support managers to implement programmes of change, including the National Clinical Programmes.
• Analyse trends, undertake the forecasting and interpretation of data for the Group to inform service change for improved performance. Particular focus on capacity planning.
and determining the type and location of non-acute beds.

- Determine information needs and ensure appropriate timely data collection mechanisms are in place to support capacity and demand analysis.

**Operational Management**

- Lead on the operational management of patient flow throughout the unscheduled care in each acute hospital for the Group.
- Responsible for the development of an effective unscheduled care strategy for the Group, addressing capacity/bed modelling, process improvements, and egress.
- Responsible for the implementation of the unscheduled care strategy.
- Ensure effective and efficient streaming, allocation and management systems are in place in each Hospital, and ensure there are clear control measures in place, and that there is the implementation of a consistent approach to the delivery of clinical and non-clinical objectives across all specialties.
- Assess the conflicting priorities of emergency demand, elective demand and available capacity across each Hospital, analysing the situation, taking into account safety / clinical governance and risk, and calling on best judgement to balance the conflicting priorities when making decisions.
- Provide leadership to the Group management of discharge planning processes and to ensure that effective mechanisms for safe and effective discharge are in place throughout the Group.
- Work closely with the Executive Management Team in the overall financial planning for the Group including the assessment of priorities in pay and non-pay expenditure. This includes the implementation of cost containment plans.
- Take Senior Management responsibility for any clinical or non-clinical services which require leadership and management in the context of an evolving senior management structure.

**Organisation Change and Development:**

- Assist in the establishment of the IEHG structure and design, and the integration with the constituent hospitals.
- Assist in implementing major organisational change initiatives within the Group.
- Assist in reviewing and evaluating the efficiency of organisational provisions applicable at the Group.
- Actively pursue cost containment, resource efficiency measures, bed re-configuration and other process improvements and value for money initiatives aimed at positively contributing to the objectives of the Group.
- Develop, in consultation with individual specialties, a system of Audit and Quality Assurance. Assist in the development and implementation and use of case mix systems which require the development and maintenance of standard protocols for given diagnoses within specialties.
- Ensure that any improvement actions are financially viable whilst also being clinically sustainable.
- Ensure the optimum use of resources and establish and maintain effective management process to ensure financial and headcount control.

**Communication:**

- Develop an effective communication mechanism to ensure that relevant local information is available at Group level, and that each acute hospital is well informed of unscheduled care developments.
- Develop strong working relationships with CEOs/General Managers and relevant clinical staff in each of the acute hospitals.
- Ensure appropriate stakeholder involvement and ensure that there are mechanisms to seek feedback to help improve services. This may involve the patients and families, general practice and community agencies, HSE, SDU, Department of Health and local...
political representatives. Any stakeholder engagement must align with the IEHG communications strategy.

- Maintain effective communications with IEHG senior management and with each acute hospital.
- Ensure good communication and inter-personal relationships with all staff and the multidisciplinary teams, promoting an environment that enhances staff retention and promotes good employee relations.
- Develop effective partnerships with external organisations and other stakeholders
- Represent the Group as required and promote the Group’s objectives with the relevant stakeholders.

Quality Management

- Ensure that the delivery of high quality patient care within areas of corporate and operational responsibility are in line with the governance structures and processes of the Group.
- Responsible in conjunction with the Clinical Director, for identifying services for development within the appropriate hospitals and preparing business cases for these areas, including a rationale for development.
- Identify areas for continuous quality improvement and work with various stakeholders to improve processes, systems and practices in line with the Group’s Quality and Patient Safety strategy.
- Responsible for risk management issues and reduction of clinical risk at Group level.
- Responsible for designing and delivering systems of high quality and safe patient care.

The above is not intended to be a comprehensive list of all duties involved and consequently, the post holder may be required to perform other duties as appropriate to the post which may be assigned to him/her from time to time and to contribute to the development of the post while in office.

<table>
<thead>
<tr>
<th>Eligibility Criteria</th>
<th>The successful candidate will:</th>
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<td>Qualifications and experience</td>
<td>Professional qualifications and experience</td>
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| | a) Hold a Business Management third level qualification. |
| | And |
| | b) Have a minimum of 7 years relevant experience consisting of no less than 3 years management experience. |
| | And |
| | c) The requisite knowledge and ability (including a high standard of suitability and management ability) for the proper discharge of the duties of the office. |

Health

A candidate for and any person holding the office must be fully competent and capable of undertaking the duties attached to the office and be in a state of health such as would indicate a reasonable prospect of ability to render regular and efficient service.

Character

Each candidate for and any person holding the office must be of good character

Age

Age restrictions shall only apply to a candidate where he/she is not classified as a new entrant (within the meaning of the Public Service Superannuation Act, 2004). A candidate who is not classified as a new entrant must be under 65 years of age.
## Experience, Skills, Competencies and Knowledge

### Demonstrate the following:

#### Clinical/Professional Knowledge and Experience

- The ability to function effectively in the role as detailed in the job specification.
- In depth knowledge of operational management practice in the acute setting and the ability to apply knowledge to best practice.
- Knowledge of the issues and developments and current thinking in relation to best practice in Hospital policy and service delivery.
- Comprehensive knowledge of patient safety systems and processes including clinical risk, safety and infection control.
- An understanding of the environment in which the Group operates its role in serving the public, its governance structure and the healthcare reform programme.
- A strong commitment to delivering a quality user-centred service.

#### Leadership & Direction

- Experience of successfully leading and managing a diverse team.
- Experience in promoting team and personal development through a continuous improvement culture.
- The capacity to take the lead on standards setting and implementation.
- The ability to lead and manage change and improved service delivery.
- The ability to establish policy, systems and structures for the management of service delivery in consultation with key stakeholders.
- The ability to contribute as a senior leader in the organisation to the corporate agenda and fulfillment of the Group objectives.

#### Managing and Delivering Results in a Complex Environment

- The capacity to manage, plan and deliver the Hospital Group Unscheduled Care Services in an effective and resourceful manner within a model of patient-centred care.
- Experience in financial/budget management and resource management.
- Awareness of quality performance measurement, Key Performance Indicators and quality improvement.
- Experience of leading and effectively managing change in complex healthcare environments with multiple stakeholders.

#### Communication & Interpersonal Skills

- Highly developed oral, written, presentation and leadership skills, with the ability to develop, communicate and gain ownership for a clear vision and direction.
- Strong influencing skills, ability to communicate with impact and be able to convince through personal and professional credibility rather than managerial authority.

#### Critical Analysis & Decision Making

- A strong lateral thinker with the confidence and resilience required to operate in a complex and high profile organisation.
- The ability to think and act strategically and develop practical, innovative and creative solutions to the management of strategic issues and complex problems.

#### Personal Commitment and Motivation

- Be driven by a value system compatible with the aims and ethos of the HSE.
- Be capable of coping with competing demands without a diminution in performance.
### Short listing
Applicants may be shortlisted for interview based on information supplied in the application form at the closing date or in other specified assessment documentation. Criteria for short listing are based on the requirements of the post as outlined in the experience, skills, competencies and/or knowledge section of this job specification. Failure to include information regarding these requirements may result in you not being called forward to the next stage of the selection process.

Those successful at the short listing stage of this process (where applied) will be called forward to interview.

### Code of Practice
The IEHG will run this campaign in compliance with the Code of Practice prepared by the Commission for Public Service Appointments (CPSA). The Code of Practice sets out how the core principles of probity, merit, equity and fairness might be applied on a principle basis. The Code also specifies the responsibilities placed on candidates, facilities for feedback to applicants on matters relating to their application when requested, and outlines procedures in relation to requests for a review of the recruitment and selection process and review in relation to allegations of a breach of the Code of Practice. Additional information on the review process is available in the document posted with each vacancy entitled “Code of Practice, information for candidates”.

Codes of practice are published by the CPSA and are available on [www.hse.ie/eng/staff/jobs](http://www.hse.ie/eng/staff/jobs) in the document posted with each vacancy entitled “Code of Practice, Information for Candidates” or on [www.cpsa.ie](http://www.cpsa.ie).

The reform programme outlined for the Health Services may impact on this role and as structures change the job description may be reviewed. This job description is a guide to the general range of duties assigned to the post holder. It is intended to be neither definitive nor restrictive and is subject to periodic review with the employee concerned.
## Terms and Conditions of Employment
### Group Director of Unscheduled Care, Ireland East Hospital Group

<table>
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<th>Details</th>
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<tr>
<td>Tenure</td>
<td>The appointment is whole-time and fixed term for a period of 5 years. The post is pensionable.</td>
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</table>
| Remuneration             | The Salary scale for the post is:  

€65,376; €66,969; €69,489; €72,029; €74,548; €77,034; €79,481  

This rate takes account of the reduction provided for by the Financial Emergency Measures in the Public Interest Act 2013. |
| Working Week             | The standard working week applying to the post is: 37 hours net                                                                                                                                         |
| Annual Leave             | The annual leave associated with the post is: 30 days                                                                                                                                              |
| Superannuation           | All pensionable staff become members of the pension scheme.                                                                                                                                          |
| Probation                | Every appointment of a person who is not already a permanent officer of the Health Service Executive or of a Local Authority shall be subject to a probationary period of 12 months as stipulated in the Department of Health Circular No.10/71. |
| Ethics in Public Office  | Positions remunerated at or above the minimum point of the Grade VIII salary scale (€64,812 as at 01.07.2013) are designated positions under Section 18 of the Ethics in Public Office Act 1995. Any person appointed to a designated position must comply with the requirements of the Ethics in Public Office Acts 1995 and 2001 as outlined below; |
| Office 1995 and 2001     | A) In accordance with Section 18 of the Ethics in Public Office Act 1995, a person holding such a post is required to prepare and furnish an annual statement of any interests which could materially influence the performance of the official functions of the post. This annual statement of interest should be submitted to the Chief Executive Officer not later than 31st January in the following year.  

B) In addition to the annual statement, a person holding such a post is required, whenever they are performing a function as an employee of the HSE and have actual knowledge, or a connected person, has a material interest in a matter to which the function relates, provide at the time a statement of the facts of that interest. A person holding such a post should provide such statement to the Chief Executive Officer. The function in question cannot be performed unless there are compelling reasons to do so and, if this is the case, those compelling reasons must be stated in writing and must be provided to the Chief Executive Officer.  
