



Staff Handbook

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Welcome

I would like to take this opportunity to welcome you as a member of staff to the National Rehabilitation Hospital (NRH).

Thank you for choosing to pursue your career here in the hospital and I hope that we can help you to fulfil your personal career objectives, professional development and potential.

The NRH is a fully publicly funded voluntary hospital and operates under its mission and ethos of providing high quality care and treatment to each patient irrespective of background or status, but on the basis of clinical needs.

We value our staff, since it is through each individual staff member that the range of clinical, professional and support services are provided to our patients. As a valued staff member your commitment, contribution and engagement is vital to the work that we do in the NRH.

This staff information / orientation handbook forms an integral part of your induction process in the Hospital. The procedures and regulations set out in this handbook are part of the conditions of employment for staff members of the NRH and the handbook outlines hospital policies and procedures with which you need to be acquainted while working here. This handbook has been designed to answer some of the principal queries raised by previous new staff prior to commencing work in the hospital.

You are joining the NRH at a time of great change and much development of our services and hospital infrastructure, with our New Hospital Project for the construction of a new ward block on the campus.

I hope you enjoy working in the NRH. I know you will find it a stimulating, caring and friendly place to work; a place where special relationships are forged over time. On a final note I wish you every success in your career and look forward to working with you in the future as we continue to develop our services and provide excellence in patient care.

Derek Greene
Chief Executive Officer

Foreword

Welcome to the National Rehabilitation Hospital. To assist you settling in to this work environment as quickly as possible, this handbook is designed for your information and use. The handbook includes references to the Hospital's Human Resources (HR) policies and procedures, leave and salary arrangements, educational opportunities as well as information relating to the various services and facilities available to staff.

This handbook is a general guide to what the Hospital expects from its staff and what our staff may expect from the Hospital. The handbook and some of the policies referred to, which should enhance your experience of working at the NRH, have been developed jointly between Management, Staff and their representatives, and also through the HR Criteria Steering Group.

We hope you will find this handbook useful. Whilst the information is accurate at the time of going to press, factors such as changes to legislation, case-law, national guidelines, best practice, and hospital policies and procedures may necessitate updating the handbook from time to time.

I would like to thank the staff members that contributed to this edition of the staff handbook, and the Communications Committee for reviewing it to ensure its accessibility for our target audience. If after reading this material, you have any queries, please ask either your Line Manager or a member of the HR Department. Your comments are always welcome and we are, of course, open to suggestions or requests for topics you would like to see included in future editions.

This handbook, along with our Policies and Procedures are available electronically (NRH Common Folder). Printed copies are available in each Department. Any amendments to this booklet will be noted to you via the Hospital's Communications structures (Cascade System, Staff Meetings, Briefings, and other methods of communication).

In welcoming you to the NRH, I hope you will enjoy an agreeable and worthwhile career with us and that you will be very happy working with us in the hospital. I look forward to the contribution you can make to the team in helping to further develop the hospital and the services it provides for our patients, their families and carers.

**Olive Keenan,
Director of Human Resources**

1.1 Introduction

At the NRH, our priorities are:

- **Focus on Person-Centred Services**
 - Base all your decisions on what will deliver the best service
 - Always try to make it easier for people to access our service

- **Efficiency**
 - Whatever you do, think NRH, not just your own area
 - Reduce the need for people to navigate the system by simplifying the way we deliver our services
 - Maximise the use of facilities and capacity by planning ahead

- **Teamwork**
 - Respect the skills and abilities of others., Challenge constructively, neither give nor take offence
 - Share resources and actively support each other
 - Actively acknowledge the efforts of others

- **Take the Initiative**
 - Take responsibility “Its up to me – others are depending on me”
 - Don’t just talk about problems or work around them, help solve them
 - Be innovative and set an example for others to follow

- **Your colleagues**
 - Challenge each other to achieve the highest standards
 - Take an interest in the development of each member of staff
 - Above all, be courteous

- **Lead by example**
 - Set challenging goals
 - Be accountable; do what you say you will do
 - Go the extra mile

About This Handbook

This handbook sets about helping you to understand your terms and conditions of employment. Taking time to become familiar with the Handbook's contents will help you to:

- Get to know the organisation of the National Rehabilitation Hospital – your employer
- Understand the policies, procedures and agreements surrounding your employment
- Know what you can expect from your colleagues and what they will expect from you
- Know what to do if you have a grievance
- Know about communication and consultation policies and procedures
- Understand leave from work, pay and pension
- Know about development opportunities

1.2 Your First Point of Contact

Your first point of contact for all aspects of your employment will be your Line Manager who will be able to help you with most questions or direct you to the appropriate Department.

Your Contract

This Handbook and your Contract set out your employment terms and conditions with the National Rehabilitation Hospital. Please take the time to read this Handbook and your Contract and if you have any questions check with your Line Manager.

Hours of Work

You will be required to work the agreed roster / on call arrangements advised to you by your Line Manager. Your contracted hours of work may be liable to change between the hours of 8am to 8pm over seven days to meet the requirement for extended day services in accordance with the Framework agreement and as per HSE HR Circular 003/2009. You may be required to work overtime, remuneration for which will be in line with nationally approved rates for your grade. Starting and finishing times will be noted to you by your Head of Department.

1.3 Your Employer – Profile of The National Rehabilitation Hospital

The objective of this section of the handbook is to:

- Help you understand the NRH and the structure of the Organisation
- See where you fit within the Organisation
- Know the composition of the Senior Management Team

Background

The National Rehabilitation Hospital (NRH), which was established in 1961 in conjunction with the Department of Health and the Sisters of Mercy, provides a comprehensive range of specialist rehabilitation services to patients from throughout Ireland who, as a result of an accident, illness or injury have acquired a physical or cognitive disability and who require specialist medical rehabilitation.

- Brain Injury Programme
- Spinal Cord System of Care Programme
- Paediatric Family-Centred Rehabilitation
- Prosthetic, Orthotic & Limb Absence Rehabilitation (POLAR)
- Comprehensive Integrated Inpatient Rehabilitation Programme

The Hospital has 9 Inpatient wards and provides a comprehensive outpatients service and there are over 370 whole-time equivalent staff. The National Rehabilitation Hospital is currently undergoing rapid development and expansion of its rehabilitation services under the direction of Medical Consultants in Rehabilitation.

The NRH is externally accredited by CARF (Commission for Accreditation of Rehabilitation Facilities) – an internationally recognised, independent accreditation system. Through seeking CARF accreditation, the NRH has shown its commitment to steady and continuous improvement in its service delivery. It puts into place various involvement plans which allow us to measure the access to, efficiency and effectiveness of the NRH rehabilitation programmes.

The NRH, backed by over 50 years experience, clinical expertise and a solid reputation for excellence, provides patients with every opportunity to meet their rehabilitation goals through personalised treatment plans delivered by the Consultant-led Interdisciplinary Teams at NRH.

Aims

The principal aim of the Hospital is to provide the highest standard of services to patients within the resource allocation provided, and the timely and effective use of resources to ensure an effective and patient-focused service, so that each person can achieve the maximum benefit and best possible outcomes from their rehabilitation programme. The Hospital commits to using the resources available to it in a manner which achieves equity, quality and accountability.

Mission

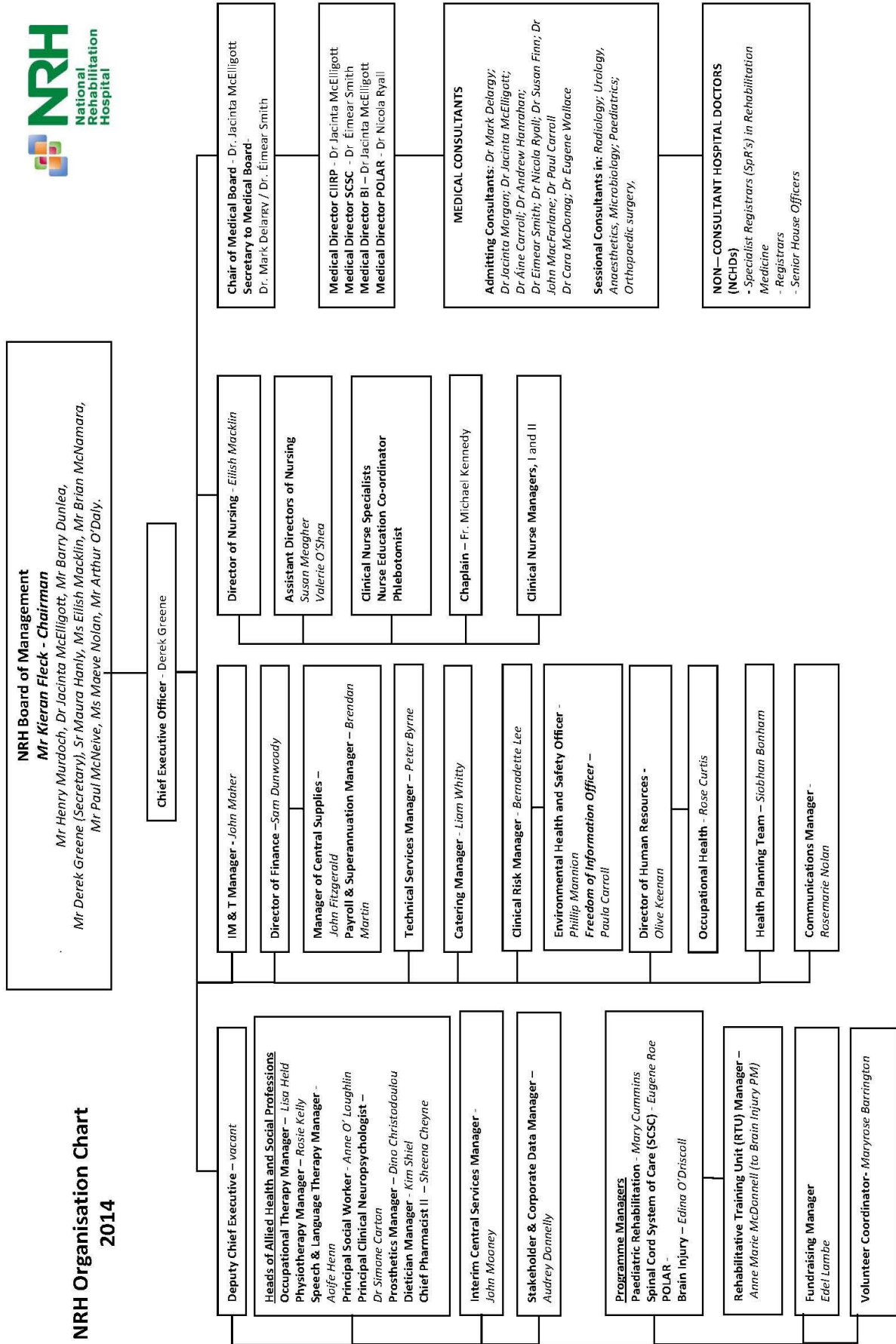
The NRH is a fully publicly funded voluntary hospital and operates under its mission and ethos of providing high quality care and treatment to each patient irrespective of background or status, but on the basis of clinical needs.

Hospital Values

The Hospital subscribes to the following values as the hallmarks of the service it aspires to:

- Equity:** Patients with similar needs should receive similar standards of treatment and care, regardless of where they live, what their incomes are or what their political or religious beliefs may be.
- Accessibility:** All patients should have ready access to the services they need, when they need them.
- Effectiveness:** Patients should receive the best possible treatment, and this treatment should be effective and strive towards the best outcome for each patient.
- Efficiency:** The aims of services should be to minimise disability at the most appropriate level in the delivery system and should be organized and delivered in a cost-efficient manner.
- Appropriateness:** Services should strive towards meeting patient needs and flexible enough to cope with the ever changing needs of patients.
- Responsiveness:** Services should reflect the needs and entitlements of each patient.
- Dignity:** Services should provide appropriate standards of courtesy, confidentiality and respect for the privacy and dignity of each individual.

NRH Management Structure



NRH Organisation Chart 2014

NRH Management Structure

Board Of Management

The Hospital is controlled and governed by a Board appointed by the Sisters of Mercy. Each member's term of office is for three years and may be renewed thereafter.

The Board has an appointed Chairperson and meets on a monthly basis with the exception of August. The Board at its monthly meetings considers matters pertaining to the overall Hospital policy, financial management and organisational effectiveness. The Chief Executive acts as Secretary to the Board and any matters or information sought in respect of Board matters are referred to the Chief Executive.

Executive Committee

The day to day administration of the Hospital is carried out by the Executive Committee which consists of the following staff:

- Chief Executive (Chair)
- Chairman and Secretary of the Medical Board
- Programme Manager Representatives
- Director of Nursing
- Director of Human Resources
- Two representatives from the Clinical Services
- One representative from the Support Services
- Director of Finance
- Clinical Risk Manager
- Communications Manager

NRH Management Structure

Operations Management Committee

The Operational Management Committee (OMC) is a key component in the Hospital Management structure. The OMC has a key role in ensuring that the Operational Management activities are properly structured and co-ordinated under the direction of the Executive Management Committee (EMC), this enabling the efficient and effective management of the Hospital and the provision of the highest quality of care to both patients and public.

The OMC consists of the following staff members:

- Chief Executive
- Director of Finance
- Communications Manager
- Director of Human Resources
- ICT Manager
- Clinical Risk Manager
- Director of Nursing
- Technical Services Manager
- Programme Manager – Spinal Cord System of Care (SCSC)
- Programme Manager – POLAR
- Programme Manager – Brain Injury
- Programme Manager – Paediatric Family Centred Programme
- Medical Director
- Representative of the Nursing & Care Support
- Representative of the Clerical/ Administrative Staff
- Patient Representative
- Representatives of the Therapy Services

Medical Board

The Medical Board acts as an advisory body to both the Board of Management and the Executive Board on medical or clinical matters which affect the Hospital. The Medical Board consists of all Consultant Medical Staff who have responsibility for two sessions or more per week at the Hospital.

NRH Management Structure

Ethics Committee

The National Rehabilitation Hospital endeavours to support all research undertaken in the Hospital. In order to protect patients, the researcher and the hospital, ethical and legal guidelines must be followed when undertaking research. The Ethics Committee meet on a regular basis to review and consider applications to undertake research. The remit of the Ethics Committee is to weigh the risks and benefits for research participants of individual research and provide guidance on ethical and legal issues pertaining to such research.

Special Committees may be set up to deal with best practice within the Hospital. The following are some of the committees that currently operate in the Hospital:

- Accessibility Committee
- Executive Management Committee
- HR Steering Committee
- Hygiene, Infection Prevention and Control Committee
- NRH & Ability Matters (Strategic Partnership)
- NRH Communications Committee
- NRH Finance Committee
- NRH New Hospital Project Steering Group
- Operations Management Committee
- Radiation Safety Committee
- Safety and Risk Committee
- Quality Improvement Committee

2.0 Working in the National Rehabilitation Hospital

The National Rehabilitation Hospital is recognised as a centre of excellence in the field of medical rehabilitation. As a member of staff of the Hospital, you are expected to work to the highest possible standards and to give full effort, care, skills and knowledge in carrying out duties and responsibilities assigned to you. The Hospital is committed to the concept of integrity in all its dealings and requires staff members to perform with a high level of personal integrity and loyalty to the organisation.

Staff members who are in contact with the public play a significant part in determining the public's attitude towards the Hospital, both by the manner in which they serve the public and the way in which they conduct themselves generally.

Staff charged with the responsibility of delivering services to the public must show that they respect the individuals with whom they deal and ensure that their needs are met, insofar as is legally, clinically and economically possible. They should be aware of legislation and regulations that determine the role, authority and function of the Hospital. They must be loyal to the Hospital while at the same time not failing in their commitment to the Hospital's clients.

In dealing with the public, staff should be courteous, considerate and prompt and are expected to deal with other staff members in a similar manner at all times.

2.1 Equal Opportunities and Accommodating Diversity

The National Rehabilitation Hospital recognises and values the diversity of all Employees and is committed to developing working practices which will allow every Employee to contribute his or her best, regardless of race, gender, family status, membership of a minority community, ethnicity, marital status, religious belief, age, disability or sexual orientation.

Equal opportunities and accommodating diversity is also about creating a culture that seeks to respect value and harness difference. Success in implementing this policy greatly depends on the contribution of all staff to equal opportunities.

This is one of the Hospital's core principles of employment practice and relates to all aspects of work. Any form of discrimination, either direct or indirect, which impedes achievement of full equality of opportunity will not be tolerated. The Hospital expects its entire staff to observe this ethos. Further details are available in the Hospital's Equal Opportunities & Diversity Policy.

2.2 Recruitment and Selection

Recruitment

It is the aim of the Hospital to select the most suitable people for the organisation. We recruit and promote staff on merit subject to having the qualifications prescribed and suitability for discharging the responsibilities of the appointment. Applicants are subject to short listing, interview and our normal recruitment processes such as pre-employment medical assessment and Garda Vetting Check. Further details are available in the Hospital's Recruitment and Selection Policy.

Temporary Employment

It is Hospital policy to fill all vacancies with permanent appointments as soon as possible. However, with the Moratorium on Public Sector recruitment and the Employment Ceiling Control Framework it may not be possible. Where necessary we may employ persons temporarily, pending the permanent filling of the post or to cover annual, sick or other leave. As this type of employment is intended to cover a specific purpose, it does not give any temporary staff member an entitlement to employment beyond the date specified in the employment contract.

Contract of Employment

Candidates offered a post with the Hospital are given two copies of an employment contract. Both copies should be signed; one retained by the staff member and the other returned to the Human Resources Department. If staff members require clarification of any point they should contact their Line Manager or the Human Resources Department.

Job Description

A Job Description provides a clear outline of duties and responsibilities and makes the screening process more direct and focused as it has been developed by conducting a job analysis. The analysis looks at the areas of knowledge and skills needed to perform the functions of the job. The NRH has developed a Job Description for each position in the Organisation and before commencing employment, staff members will have received a copy of their Job Description which outlines their principal duties, hours of work, standards expected from them and the limits of authority which may apply to their position.

Qualifications

Under normal circumstances a person who does not hold the qualifications specified and approved for that post cannot be appointed. The qualifications normally specify the standards of education, professional qualifications, experience and capability considered necessary. All staff who were qualified outside the Republic of Ireland must have their qualifications validated by the Department of Health or relevant body. All staff members must submit a copy of their qualifications on commencing employment and on obtaining a new qualification when in employment.

Induction

Induction is the process by which new staff members are integrated into the Hospital in a planned and systematic way. New staff members need to be informed about their job, conditions of employment and the standards of performance and conduct expected from them. The induction process in the NRH is a three pronged approach to orientating new staff. The hospital provides a Corporate Induction Programme which currently takes place bi-monthly on a Wednesday for new staff members. The induction programme is supported by local or Department Induction and a Programmatic Induction where applicable for clinical staff.

Probationary Period

Staff members are required to serve a probationary period, details of which are included in their contract of employment. Unless this probationary period has been certified as satisfactory it may be extended or employment terminated. Over the course of the probationary period, Hospital management reserves the right to terminate employment with one week's notice or, in the case of gross misconduct, summarily. It is the responsibility of the Line Manager or Head of Department to manage the probationary period.

Training and Development

The Hospital supports and encourages education, training and development opportunities as part of its commitment to the ideal of a learning organisation and in order to provide continuous quality improvement. The Hospital is committed to supporting staff who take the initiative to embark on a training course that will help them, either in their current job or in the career development within the NRH. This support can take the form of study leave/or assistance with fees, subject to successful completion and availability of resources. Please refer to the Hospital's Education and Training policy and Educational Assistance Policy.

Training and Development (continued)

Staff members are obliged to participate in educational programmes and mandatory training courses organised by the Hospital, for example, Manual Handling, Fire Safety Training and CPR, in order to ensure that they keep abreast of current developments and various legal professional responsibilities, Health and Safety responsibilities and other requirements which are placed upon them. Details of statutory, organisational or job required courses available to staff can be accessed via the calendar on the training module of the CORE HR system

On-The -Job Training

The Line Manager or Head of Department is responsible for on-the-job training of new staff within the Department and should ensure that the employee understands the job instructions and hospital rules and regulations associated with the job.

External Courses / Educational Assistance

The Line Manager or Head of Department is responsible for on-the-job training of new staff within the Department and should ensure that the employee understands the job instructions and hospital rules and regulations associated with the job.

Family Friendly Workplace

A number of family friendly schemes are available to employees. The objective of these is to support staff in maintaining a positive work life balance which is conducive to the recruitment and retention of staff. The Hospital recognises the importance of a healthy work and life balance for its staff and has therefore introduced a number of arrangements that can aid staff in achieving this balance through various forms of flexible working. The Hospital endeavours to strike a balance between providing a quality service and taking care of our valued staff to ensure that we can continue to deliver the service in the future. A brief summary of these policies is set out below:

- Flexible Working Arrangements (reduced hours subject to service need and conditional on there being no adverse impact on the service)
- Term Time Leave
- Shorter working Year Scheme
- Parental Leave
- Carer's Leave
- Career Break Scheme
- Force Majeure Leave (unforeseen medical emergencies)
- Compassionate Leave
- Paternity Leave

Further details in relation to the terms and conditions of these schemes are available from the NRH Common Folder or by request to the HR Department.

Career Development

It is the National Rehabilitation Hospital policy to offer our employees the fullest opportunity for career development. All staff will be actively encouraged to develop their skills and capabilities within their current role and encouraged to prepare, plan and apply for the appropriate promotional opportunities as they arise.

2.3 Employee Wellbeing and Welfare

Aims

- To help you to understand the various components of Employee Wellbeing and Welfare and the role that each play in the Organisation
- To ensure that you know what services are available to you in the event of ill health, personal or work related problems throughout your career
- To ensure you understand your responsibility in compliance with Health & Safety legislation and your co-operation with Occupational Health and Employee Assistance as required throughout your career
- To know about your responsibility in the area of quality and risk

The Components of Employee Wellbeing and Welfare include:

- Occupational Health Service
- Employee Assistance Programme
- Health & Safety
- Health Promotion

2.3.1 Occupational Health

Occupational Health

Offers a part time service to all staff members within the hospital. An Occupational health nurse is available four mornings a week. An Occupational Health Physician visits the hospital usually the first Wednesday of every month. Staff may see the doctor for occupational health related issues on a drop in basis or by appointment between 10.30am and noon on that day. The hospital reserves the right to refer staff members to the private practice of the occupational health physician at any other time by appointment arranged through the Occupational Health Department.

The Occupational Health Department provides an independent, confidential advisory service to both the employer and employees on all matters relating to the effect of health on work and work on health. It is essentially a proactive and preventive service rather than a treatment service and its functions should be distinguished from that of a GP service or first aid station.

The functions of the Occupational Health Department include:

- Carrying out pre-employment medical assessments to determine the medical capability of prospective employees to perform the full range of duties of the job and render regular and efficient service.
- Providing an independent advisory service on any health related matter, which is affecting the employee's work or the impact of work on the employee's health including stress management and smoking.
- Advising managers about the likely duration of an employee's sickness absence.
- Assessing whether the length and pattern of an employee's sickness absence is consistent with the nature of the illness or attributable to other factors and identify measures that can be taken to assist the employee.
- Advising managers about the employee's fitness to undertake their full range or modified range of contracted duties and make recommendations on measures to assist a speedy and safe return to work following illness or injury.
- Advising management and staff about any areas of support for health-related problems, which may be affecting employment.

Employee Assistance Programme

The Employee Assistance Programme (EAP) provides a confidential and professional support and advisory service to assist employees who are experiencing personal or work related difficulties which require short term additional support above and beyond that available within Occupational Health.

The EAP is administered by a professionally qualified external provider who has the back-up of an external referral network should the employee require specialist advice or support.

Employees should be assured that referrals to EAP are on a voluntary basis and the service is strictly confidential. Employees should also be advised that availing of the EAP will not have an adverse impact on their career prospects. Referral to the EAP Service is only possible at present through Occupational Health.

Health Promotion

- Stress management advice.
- Smoking cessation support.

Role of the Human Resources Department

- To liaise with the Occupational Health Department and line managers in the case of referrals to Occupational Health and advise on the implementation of recommendations arising from medical assessments
- To collaborate with the Occupational Health, Health and Safety and Health Promotion Departments to develop initiatives to promote a safe and healthy working environment.

Referral Process

Management referrals to the Occupational Health Department must be made through the Occupational Health Nurse.

Self-referrals to the Occupational Health Dept must be made through the Occupational Health Nurse.

Contact Details

Email rose.curtis@nrh.ie , Tel 5424/5425. Bleep number 8078.

2.3.2 Safety, Health and Welfare

The Occupational Health Department is located in Administration Block 5 adjacent to Admin Block 2.

Risk Management

It is the policy of the hospital to promote standards of health and safety which will lead to the elimination of risks, where this is not possible, the reduction of risks to ensure compliance with legislation.

The Safety, Health and Welfare at Work Act 2005, came into effect on 1st September 2005. Enshrined in the Act are the "principles of prevention", which underpin the concept of risk management, focusing on the elimination of risk or, where this is not possible, the minimisation of risk and the identification of measures to achieve this.

Risk Management is the term applied to the "culture, process and structures that are directed towards realising potential opportunities while managing adverse effects"

Risk is the combination of the frequency, or probability, of an occurrence and the consequence of a specified hazardous event. The concept of risk always has two elements: the frequency or probability with which hazardous event occurs and the consequences of the hazardous event.

The hospital has appointed a Clinical Risk Manager, who has established a Safety & Risk Committee which is chaired by Senior Hospital Management. Safety Representatives are elected by the employees in the hospital to represent them on the Safety & Risk Committee.

The hospital policy on safety is clearly outlined in the Hospital Safety Statement.

Identified and control arrangements are contained within the Safety Statement. You are required to familiarise yourself with the contents and comply with the requirements therein.

As an employer, the hospital will ensure as far as is reasonably practicable, the safety, health and welfare of all its employees. In particular the hospital will:

- Manage and conduct work activities so as to prevent improper conduct or behaviour by employees likely to put health and safety at risk.
- Determine and implement health and safety measures necessary for the health and safety of employees when carrying out risk assessments and putting in place the safety statement and ensuring that the measures take account of changing circumstances and the general principles of prevention.
- Ensure safety and prevention of risk to health arising from the use of any substance or article or exposure to noise, vibration, radiation or other harmful physical agent.
- Have regard to the principles of prevention where risks cannot be eliminated and to provide and maintain adequate protective clothing and equipment.
- Provide appropriate information, instruction and training to employees in a language and format that is reasonably likely to be understood. This information will refer to any hazards or risks identified at the place of work and the protective and preventative measures to be taken, together with the names of those responsible for emergency duties or appointed safety representatives.

- Prevent risks to health and safety in relation to the use of plant and equipment.

As an employee, you are required to:

- Never be under the influence of an intoxicant as this may endanger your own or others' health and safety.
- Take reasonable care for your own safety, health and welfare and that of others who may be affected by your acts or omissions.
- Attend training and co-operate with any assessment as may reasonably be required.
- Co-operate with management or their nominee to enable the hospital to comply with any provisions of Safety, Health and Welfare legislation and any associated legislation.
- Never engage in improper conduct or behaviour that is likely to endanger your own or others' health and safety.
- Make correct use – having regard to training and instructions – of articles or substances, including protective clothing, supplied to protect health and safety.
- Report, as soon as possible, defects in workplace equipment, or facilities, or defects in work being carried on which might endanger health and safety or defects in systems of work which may be dangerous.

Accidents / Injuries at work

All accidents and injuries to patients, staff and visitors, however trivial, should be reported to your Head of Department or Supervisor. A Risk Management Occurrence form should be completed and inputted into the HR system in the case of a staff member, or sent to the Risk Management Department in the case of patients or visitors.

All employees are obliged to co-operate with the incident reporting system in the hospital and to provide any information, which may be useful in establishing the circumstances surrounding an accident.

Information to be reported includes for example the following:

1. Injured Person's name.
2. Location of the accident (Ward or Department Name)
3. Nature of the accident (slip, trip or fall, verbal assault, needle stick injury ...)
4. Body part affected (right leg, left arm, left shoulder ...)
5. Brief description and include the circumstances of accident (wet or damages floor, faulty equipment, overfull sharps bin ...)
6. Names of witnesses
7. Witness statements if necessary.
8. Signed by the person completing the form.
9. Signed by the Head of Department.

Staff have an obligation to ensure that accidents or injuries are prevented. Dangerous conditions such and unsafe work practices, such as not wearing Personal Protective Equipment (PPE), faulty equipment should be reported. Do not assume that somebody else will do it.

Data on incidents reported to risk management is entered in a database called "NAEMS". Feedback is given to Head of Department/Supervisors on a monthly basis on incidents reported in their area.

Any workplace incident that results in employees being absent from work for 3 days or more are investigated and are also reported to the Health and Safety Authority.

You will be required to be seen at Occupational Health prior to returning to work

Fire Safety

Under the Fire Services Act 1981, it is mandatory for all staff to attend Fire Safety training and fire drills at a minimum, once a year. Fire safety training and fire drills are organised by the Risk Management Department and are held at regular intervals throughout the year. Staff are obliged to attend when requested to do so.

Responsibility for the prevention and following of hospital procedures in the event of fire rests with all members of staff.

Immediately on commencement of employment in the hospital staff should familiarise themselves with the location of all means of escape from the hospital, fire safety equipment available in their area, (evacuation sheets, evacuation chairs, ski sheets), location of fire extinguishers in their work area, means of raising the alarm in the event of fire.

All staff members should be aware of the following:

- What to do on discovery of fire.
- What to do on hearing the fire alarm.
- The location of fire extinguishers in their area (staff should only use a fire extinguisher if competent to do so).
- The location of the nearest exit from their place of work and the nearest assembly point.

Cardiac Arrest

Basic life support training is provided for all staff and places can be booked through the Core Portal on the HR system. The internal emergency number to use in the hospital in the event of a cardiac arrest is **2222**.

First Aid

There are a number of staff trained in First Aid in the hospital. In the event of an injury at work, you must inform your Head of Department or Supervisor. They may arrange for a doctor, nurse, or a person trained in first aid to provide immediate first aid to you on site until you are referred to your G.P. or a doctor in the Accident and Emergency Department in Loughlinstown Hospital, St. Michael's Hospital or St. Vincent's University Hospital.

Illness at Work

If you become ill during work, you must immediately inform your Head of Department or Supervisor. A doctor on site will only see a member of staff if referred by Nursing Administration.

The doctor will assess a staff member who becomes ill while on duty and needs immediate medical attention. For follow up the staff member will be referred to their own G.P. or the Accident and Emergency Department in Loughlinstown Hospital, St. Michael's Hospital or St. Vincent's University Hospital.

If the staff member is sent off duty, they must attend their own GP if they require a sick certificate. For social welfare purposes, staff must ensure that the dates on their social welfare certificate are the same as the dates on the medical certificate.

Patient and Non-Patient Handling Training

Various aids and appliances are provided to assist in the moving and handling of patients. It is mandatory for all staff to attend manual handling training at the commencement of employment and to attend refresher training every two years. Places can be booked through the Core Portal on the HR system.

Challenging Behaviour

Due to the nature of their illness or injury, many patients admitted to the hospital may present with challenging behaviour, which can place other patients, staff and visitors at risk of injury. A training programme on Strategies in Crisis Intervention and Prevention (incorporating non-violent crisis intervention) is provided for all staff in the hospital. This training is mandatory for all staff. For some staff this training may be a once off depending on your area of work. Otherwise Refresher training is provided on an annual basis. Places can be booked via the Core Portal on the HR system.

Health Surveillance

Health Surveillance is provided for staff in specified areas. This is co-ordinated by the Occupational Health Department.

Infection Control

All new staff members are expected to familiarise themselves and comply with any hospital policies related to infection control. Lockers and changing facilities are available for staff members who wear uniforms. It is best practice, from an infection prevention and control viewpoint, to change into one's uniform before commencement of duty and before leaving the premises at the end of one's shift. Good standards of hygiene such as daily bathing and wearing of clean clothes is essential.

Proper hand hygiene is extremely important for all staff members who work in clinical areas. Mandatory Hand Hygiene classes are run on a regular basis by the Infection Control Nurse, and these must be attended on an annual basis. Nails must be kept short and clean and nail varnish or acrylic nails must not be worn by staff working in clinical areas. Long hair should be tied back and up.

Please refer to the hospital Policy on Dress Code regarding the wearing of jewellery and for further information in relation to the above mentioned.

Phlebotomy / Laboratory

There is at present one phlebotomist employed by the hospital on a part time basis. As the hospital does not have a laboratory, all haematology and microbiology specimens are sent out daily to St Vincent's University Hospital laboratories.

All specimens must be left in the "Specimen Fridge" in the Phlebotomy Room at least 10 minutes prior to collection by the courier; this is because all outgoing samples have to be recorded and packed prior to dispatch. The collection times by the courier company is on a list in the Phlebotomy Room and on each ward.

Only emergency bloods are sent out by taxi outside the specified collection times

Electric Appliances

Only the hospital's electrician may see to electrical goods/ wiring etc. If you have an electrical problem, under no circumstances should you attempt to rectify the problem yourself. Notify the Technical Services Department of the problem immediately.

Sharps

Particular attention is drawn to the Hospital's policy in this matter, details of which are contained in the Safety Statement.

Eye Tests

In accordance with the provision of the Safety, Health and Welfare at Work Regulations, 1993 the Hospital ensures that an eye and eyesight test is available to every staff member carrying out display screen work. Further details are available from the Human Resources Department.

No Smoke Policy

In line with legislation a "No Smoking" policy exists in the hospital. Smoking is permitted only in designated smoking outside areas located on the hospital grounds. Breach of the hospital smoking policy may result in disciplinary action up to and including dismissal.

Any person wishing to give up smoking should contact the Occupational Health Department for information on smoking cessation programmes.

Security

The Hospital's Security service is concerned with the prevention of anti-social behaviour and crime in the hospital and grounds. Staff are expected to be vigilant and alert to activities which give rise to suspicions of unacceptable behaviour. Observations of people loitering or misbehaving should be brought to the immediate attention of the Security Service, Hospital Management or person in charge of the hospital carrying pager 8003.

Visitors should be supervised and not left unattended in offices and other work places. The Hospital reserves the right to implement any security measures it deems necessary and appropriate from time to time.

Child Protection Policies and Procedures

The National Rehabilitation Hospital has compiled its own Policies and Procedures to help staff work to protect children in line with recommendations made in "Children First" (*The Department of Health's National Guidelines for the Protection and Welfare of Children, 1999*).

It is the policy of the National Rehabilitation Hospital that all staff including volunteers and students ensure that children and young people are protected from abuse of any kind. Staff have a duty of care not just to the patients of the Paediatric Service but to all children who come into contact with the hospital.

If you become worried about a child because of something you have heard or seen please do not keep this to yourself – share your concerns with either of the following:

- The Medical Social Worker assigned to the patient and their family in the hospital.
- The Child Protection Designated Person(s) for this hospital – Anne O’Loughlin, Principal Social Worker (ext. 5372) and Ghyslaine Brophy, Paediatric Programme Manager (ext. 5148). Your Staff Supervisor Head of Department or the Nursing Staff.

3.0 Workplace Conduct and Behaviour

3.1 Professional Conduct and Behaviour

Each staff member of the National Rehabilitation Hospital (NRH) is critical in carrying out our mission of serving people with physical and/or cognitive disabilities and their families/carers. Our aim is to help PATIENTS achieve optimal independence and enhance the quality of their lives. We endeavor to maintain the ethos and philosophy on which the hospital was established and to bring peace of mind to all our patients.

The essential contribution of each staff member is valued and all staff are vested with some degree of authority. A staff member's position of authority must be used to strengthen our services with their behaviour reflecting positively on the NRH.

All those who work for and on behalf of the National Rehabilitation Hospital and patients who use the services provided by the Hospital have a right to be treated with dignity, courtesy and respect at all times in line with the Hospital's Dignity at Work Policy. As employees of the NRH, all staff are expected to conform to a high standard of behaviour and conduct whilst carrying out their duties.

Staff members shall act in accordance with the highest standards of professional integrity, and will strive to become and remain competent in their professional practice and performance of their duties. They shall accurately represent their education, training, experience and competencies in relation to their jobs and shall not attempt to diagnose, treat or advise on problems outside the recognized boundaries of their competence.

Additionally, staff members are expected to maintain compliance with all licensing, certification and registration requirements.

Membership of Professional

Staff who are members of professional bodies must adhere to all professional codes and standards set out by these organisations. Whereby membership of a professional body is a requirement for the post the employee must submit proof of membership to Human Resources Department, Medical Administration Department or Nursing Management as appropriate. Proof of membership of the relevant professional body will be required on an annual basis where annual registration is necessary for specified professions.

Equality

This is one of the NRH's core principles of employment practice and relates to all aspects of work. Any form of discrimination, either direct or indirect, which impedes achievement of full equality of opportunity will not be tolerated.

Please refer to the Hospital's **Equal Opportunities and Diversity Policy** and the **Dignity At Work Policy** for the Health Services.
Dress Code

Staff members are expected to dress in a manner appropriate to the position they hold. Staff members should be aware that their own appearance impacts on the public's perception of the National Rehabilitation Hospital and its services such that they should seek to present a professional image whilst in the workplace. Staff who wear uniforms must ensure that these are kept neat and clean. The uniform must be worn in its entirety; substitution or omission of any item is not permitted.

Identity Badges

The wearing of identity badges is obligatory for all staff. Staff are required to attach the identity cards to their clothes or uniform in such a fashion that they will be visible to patients, other staff and members of the public. ID badges are supplied free of charge but the cost of a replacement must be borne by the employee. Staff members should contact the Human Resources Department to arrange an appointment to have their photograph taken for their ID badge. On leaving employment, your ID badge must be returned to the Human Resources Department or your Line Manager.

Outside Occupation

Involvement in outside occupations during off duty time should not be engaged in if contractually prohibited or if such employment could be deemed to be in conflict with your employment. Staff should not engage in matters unconnected with their work, unless it is provided for in their Contract of Employment. Involvement in other occupations during time off should not impair performance or energy on duty, be inconsistent with your contract of employment in the NRH or be outside limits set under the Organisation of Working Time Act, 1997.

Acceptance of Gifts or Unjust Enrichment

Staff may not seek to or accept anything of economic value such as a gift, gratuity, discount, favour or legacy, which might be reasonably be interpreted as affecting impartiality in dealing with the donor. Please refer to the Hospital's **Policy on Gifts and Hospitality**.

Declaration of Interest

Staff are duty bound to disclose any interest, financial or otherwise, which is likely, or would if publicly known, be perceived as being likely to influence the exercise of that individual's independent judgement.

Use of Influence

In matters relating to a staff member's position and advancements in the Organisation, applications should be made through normal channels. Staff should not otherwise make, or cause to be made, representations in their favour.

Improper use of NRH property, services, email, internet; phone equipment

Hospital Property

Staff members are expected to treat Hospital property with proper care and respect. Abuse of Hospital property may be grounds for disciplinary action.

Staff members may not borrow Hospital equipment for private use, except with prior approval from their Head of Department.

Staff are expected to do their best to prevent improper use of the Hospital's services. If you do detect any abuse of this kind you should report it to your Line Manager or other senior staff member.

- All personal mail should be delivered to your home address.
- Official stationary should only be used to communicate Hospital business and you should bear in mind the possible consequences of unauthorised usage.
- Telephone calls should be made for business reasons. If a staff member wishes to make a private call, s/he must use the Public Telephone or personal mobile phone during break times. Incoming calls must be kept to a minimum. Staff members will be informed of any emergency calls.
- The use of mobile phones during working hours for personal use is prohibited.
- Misuse of email and internet facilities is viewed as misconduct and is dealt with swiftly. The hospital's e-mail system is for hospital business-use only. It should not be used for private purposes. Internet connections are intended for activities that either support hospital business or for the professional development of our staff members.
- Web surfing unrelated to these activities is strictly forbidden. The access, downloading or sending of indecent, obscene, pornographic, sexist, racist, defamatory or other such materials will be considered a serious breach of Hospital policy and may result in disciplinary action up to and including dismissal.

Smoking

Except in the designated areas outdoors, smoking is forbidden throughout the Hospital and its grounds.

Borrowing from Patients

Under no circumstances should staff borrow money or other items from patients.

Media

The giving of interviews, statements or any other information connected with the Hospital should not be undertaken without the prior approval of the Chief Executive. All media enquiries should be directed to the Communications Manager.

Time Keeping / Punctuality

Staff members are required to attend for duty on time and be ready for work at the hour stipulated by their Head of Department, or that outlined in their contract of employment.

Attendance at Work

Your attendance at work is key to the efficient running of your Department and of the Hospital in general. Late attendance or absence from work places an unfair burden on your colleagues. It also affects the quality of service to our patients.

Employees must present themselves at their place of work, ready to commence work at their scheduled starting time and remain at work until their scheduled finishing time. Uniform changes, where appropriate must be made before the starting time and after finishing time. Employees are not permitted to absent themselves from their place(s) of work during working hours without the express permission of their Department Head or Supervisor.

Rest Breaks

Employees may be entitled to both lunch and tea or coffee breaks depending on hours or shift work. These breaks will be as advised to you by your Line Manager. Where due to work pressures, an employee misses their rest break, they must notify their Line Manager or Supervisor of same on the day and equivalent compensatory rest will be provided within a reasonable period of time.

Confidentiality

All information regarding the Hospital, its patients and staff must be treated on a strictly confidential basis. Information about patients and their treatment is highly confidential and should not be discussed outside the normal course of day-to-day duties. Such information and records are strictly confidential and, unless acting on the instructions of an authorised office, on no account must information concerning employees, patients or other NRH business be divulge or discuss except in the performance of normal duty.

In addition, records must never be left in such a manner that unauthorised persons can obtain access to them and records must be kept in safe custody when no longer required.

Any staff member who is found in breach of Hospital confidentiality or who releases confidential information in respect of staff, patients or commercially sensitive information will be subject to investigation which may lead to disciplinary action and up to including dismissal.

The duty of confidentiality shall continue to apply after you leave the employment of the Hospital. On termination of your employment, for whatever reason, you are required to return to your immediate Supervisor all documents, papers, notes of any description, or other property belonging to the hospital, which may be in your possession or under your control. You must not retain copies of any such documentation which relate in any way to the affairs of the hospital. Please refer to the Hospital's **Confidentiality Policy and Procedure**.

Discipline

In order for the Hospital to function efficiently and effectively it is necessary to have clear standards of performance and behaviour and a policy and procedure in relation to the application of disciplinary measures. Please see the Hospital's **Disciplinary Policy** for further information.

Grievance Handling

The Hospital is committed to promoting and maintaining good employee relations and endeavours to resolve grievances as promptly and effectively as possible. The Hospital provides a fair and equitable system of dealing with staff grievances and therefore the purpose of the Grievance Procedure is to enable a member of staff to raise any complaints concerning work related matters so that the issue may be addressed. There are agreed mechanisms which govern the way in which employee relations are handled in the Hospital and these procedures must be observed. If direct negotiations fail, there are procedures for referral to the Labour Court or the Labour Relations Commission. Please see the Hospital's **Grievance Policy** for further information

Dignity at Work

It is Hospital policy to ensure, where possible, freedom from bullying and harassment. The Hospital's Dignity at Work policy enshrines this ethos. The National Rehabilitation Hospital respects every employee as an individual and if an employee brings a complaint forward in good faith there will be no retaliation against that person.

Please refer to the **Dignity At Work Policy** for the Health Services.

4.0 Leave

All applications for leave should be made in writing to your Line Manager on the appropriate leave application form, which is available from your Department, HR Department or the NRH Common Folder.

If you are unable to attend work for illness or other reason, it is your responsibility to ensure your supervisor is informed as soon as possible. It is important to note that absence without leave may lead to disciplinary action.

The leave year extends from 1st January to the 31st December. Leave entitlements are specified in contracts of employment for each category of staff. If you become employed during a leave year you are entitled to a proportionate number of annual leave days for that period. Full details are available in the **Annual Leave Policy**.

Maternity Leave

Maternity leave entitlement will be in accordance with the provisions of the Maternity Protection of Employees Act (1994-2004). Eligible employees should contact the Human Resources Department for further details. All female employees are covered by the Maternity Protection of Employees Act, 1981 and the Maternity Protection Act, 1994 and amendment (2001).

It should be noted that in accordance with the Maternity Protection Act, 1994, staff members should notify their employer at the earliest possible date of their condition, so that where necessary preventive or protective measures can be taken to ensure the health and safety of staff members.

Please refer to the Hospital's **Maternity Leave Policy** for further information.

Adoption Holidays

Adoption leave entitlement will be in accordance with the provisions of the Adoptive Leave Act (1995). Full details are available in the

Adoption Leave Policy.

Public Holidays

In the case of Public Holidays, the Act provides that Employees are entitled to whichever of the following options his/her employer determines:

- (a) a paid day off on the day in question; or
- (b) a paid day off within the month of that day; or
- (c) an extra day's annual leave; or
- (d) an extra day's pay.

The nine Public Holidays are:

- January 1st
- St Patrick's Day
- Easter Monday
- First Monday in May
- First Monday in June
- First Monday in August
- Last Monday in October
- Christmas Day
- St Stephen's Day.

An Employee who is absent on Maternity Leave, additional Maternity Leave, Adoptive Leave, additional Adoptive Leave, Parental Leave or Carer's Leave (first 13 weeks only) continues to accrue entitlement to public holidays.

Medical / Dental Appointments

Staff members should arrange medical and dental appointments outside working hours. In certain circumstances staff may be given time but proof of attendance may be requested.

Compassionate Leave

In certain circumstances, staff members may be granted compassionate leave with pay:

- On the death of an immediate relative (spouse/cohabiting partner, parent, brother, sister, child, mother-in-law or father-in-law) a maximum of three working days.
- In exceptional circumstances, on the death of a more distant relative where, for example, the staff member has to take charge of funeral arrangements or has lived in the same house as the deceased, a maximum of three working days.
- On the death of a spouse/cohabiting partner or child, the maximum number of days may be increased to five.
- On the death of a grandparent one day and for an aunt, uncle, niece or nephew, a half day's leave is granted.

Full details are available in the **Compassionate Leave Policy**.

Career Breaks

Staff members may be granted special leave without pay for a minimum period of one year, subject to a maximum of five years. Career Breaks may be granted for domestic, educational purposes or travel abroad. Parameters of the scheme are approved by the Department of Health. Application for initial approval must be made in writing to the Head of Department. Staff released must give advance notice of their return in writing at least three months before they are due to resume duty. On return from leave, if a vacancy does not exist at the grade formerly held by the staff member, s/he may be offered a lower grade position or any other options as the scheme may at that time provide for.

Parental Leave

Under the Parental Leave Act 1998, parents of children born on/after December 03, 1993 or adopted after that date are entitled to Parental Leave. All employees covered by the Act are entitled to 18 weeks parental leave (unpaid). A period of parental leave must end not later than the day on which the child attains the age of 13 years. Full details are available in the **Parental Leave Policy**.

Paternity Leave

All fathers are entitled to three days special leave with pay in respect of children born or adopted. Full details are available on **Paternity Leave Policy**.

Term Time Leave

Term Time leave allows working parents or primary carers to match their working arrangements to the main summer holidays of their children, or to provide care for a person with a disability who resides with them during the term time leave and who requires care on a continuous or frequent basis. Full details are available in the **Term Time Leave Policy**.

Force Majeure Leave

The Parental Leave Act also makes a provision for paid leave to enable employees to deal with family emergencies resulting from a sudden injury or illness affecting a staff member's immediate family where the presence of the employee is indispensable. The Act provides that employees are entitled to Force Majeure leave provided that it does not exceed 3 days in any 12 consecutive months or 5 days in any 36 months. Further information and application form is available from the Human Resources Department.

Carer's Leave

Special leave without pay may be granted to permanent staff members caring for a sick person. Full details are available in the **Carer's Leave Policy**.

Special Leave with Nominal Pay

If there is a natural disaster or industrial emergency the Hospital extends to staff members special leave for working overseas in countries where health services need development. A maximum period of three years' leave is allowed.

Staff members seeking leave must submit their request in writing to their Head of Department at least two months before the date of departure, stating the reason and amount of leave requested. Under this scheme superannuation benefits are retained for the duration of Special Leave.

Study / Examination Leave

Staff members sitting examinations directly related to courses approved by the Hospital may be granted examination leave. Please contact your Head of Department and the Human Resources Manager for further details. Application for study or examination leave should be submitted to your Head of Department at least one month in advance of the requirement. Notification of this leave must be forwarded to the Human Resource Department. Retrospective approval for leave will not be granted.

Application for Special Leave

All requests for leave must be approved in advance wherever possible by the Head of Department and submitted for approval to the Human Resources Department. Applications must be made in writing giving appropriate notice and outlining clearly the duration and type of leave sought and the specific purpose of the leave.

Jury Duty

Special leave with pay is allowed to staff members attending Jury Service. Staff members summoned for Jury Service must notify their Head of Department as soon as practicable. Certain medical and other persons can be excused from Jury Service. If it is deemed appropriate that a staff member be excused, then the staff member must produce a certificate from his/her Head of Department stating that Jury Service would be contrary to the public interest because s/he performs essential and/or urgent services. If a staff member on Jury Service is not required by the Courts, s/he must return to work. At the end of a period of Jury Service the staff member should produce a Certificate of Attendance in Court (available from the Jury Service Office in the Four Courts). The Hospital is not obliged to give time off if Jury Service falls on a day off.

Leave for Trade Union Representatives

Trade Union representatives may be given time off with pay to undertake duties arising from their position. Full details are available in the **Trade Union Leave Policy**.

Sick Leave

Whilst the NRH recognises that, from time to time, some staff will be unable to attend work due to illness, the NRH in recognition of its obligations to deliver the services of the organisation, are committed to the achievement of a high level of attendance by all staff. To achieve this aim, the NRH will operate procedures based on good management practice, while at the same time ensuring that staff are treated fairly, reasonably and sympathetically.

Sick leave provisions are covered by the **Hospital Sick Leave Policy** which is available from the Human Resources Department. Payment of sick leave is at the discretion of the Hospital. Entitlements can vary and are dependent on the grade and contractual status of staff members.

Unable to come to work

You must telephone your line Manager personally on the first day you are unable to attend work due to illness. You must do this within two hours of your normal starting time.

You are only allowed leave a message with a colleague in exceptional circumstances (for example, the manager may not be at work at the time you ring). This must be followed up with a telephone call no later than two hours to your line manager or their deputy. If in exceptional circumstances, for example because you have been taken to hospital, a friend or relative should ring your Line Manager on your behalf.

Hospital Site visits for Staff on Sick Leave

Staff are not permitted to be on the Hospital site when on Sick Leave unless it is by appointment or invitation. Staff should contact their Line Manager if intending to come on site in advance of a visit for clearance to visit. Visiting a hospital site may be contra-indicated to some illnesses.

If there are any personal belongings that you wish to collect or leave back to your area of work please do not hesitate to contact your Line Manager or the Human Resource Manager who will make the necessary arrangements to facilitate this for you.

Sickness while on Annual Leave

A day of annual leave on which an employee is certified sick cannot be regarded as a day of annual leave; that is, where an employee has applied for annual leave and subsequently falls ill. Subject to certification, he/she is entitled to retain the annual leave day to be taken at a later date, as agreed with the Department Head.

4.1 Sick Leave

Payment of sick leave is at the discretion of the hospital. Paid sick leave is not an absolute entitlement of any employee. The hospital will be prepared to pay sick leave to employees if, and only if, they have complied with the hospital's **Sick Leave Policy**.

Employees who are absent on sick leave may receive up to a maximum of 3 months on full pay followed by 3 months on half pay in a rolling 4 year period. A critical illness protocol will be introduced and will provide that employees who are absent on sick leave and meet certain criteria may be granted 6 months on full pay followed by 6 months on half pay. This payment will be made in exceptional circumstances only. Full details are available in the **Sick Leave Policy**.

Medical Certificates

A medical certificate must be submitted for illness exceeding two consecutive days, to be received on the 3rd day of illness.

A medical certificate must be submitted for sick leave taken on both sides of a rest day or public holiday.

Medical certificates must be forwarded on a weekly basis. However, in more serious cases, a certificate covering a longer period of sick leave (no longer than one month) may be acceptable by agreement with your Department Head or Supervisor.

Medical Certificates must include:

- Name and address of registered medical practitioner.
- Signature of medical practitioner (Intern or Staff Nurse not acceptable)
- Nature of illness.
- Date/Period of absence. **“Unfit until further notice” or “Unfit for one or two weeks”** is not acceptable.
- Date of examination of employee.

The onus is on the employee to ensure the medical certificate is fully completed.

Whilst on continuous sick leave you are required to maintain regular contact with your Manager – contact should be made prior to the expiry of your medical certificate to advise of your continued absence or your impending / likely return to work.

Non – Receipt of a Medical Certificate

If the medical certificate is not received by the third day, payment for sick leave may not be authorised.

PRSI & Social Welfare

For absences of more than six days, staff paying “Full” PRSI (A), must claim their Disability and Occupational Injury benefit from the Department of Social Protection within seven days from the first day of illness. (This claim form must be completed by the employee’s doctor).

Disability Benefit and Occupational Injury Benefit are not paid for the first six days of sickness.

The staff member will be paid their gross salary minus any social welfare benefit they may be entitled to for the duration of their paid sick leave entitlement (certain PRSI free periods apply). The staff member at all times keeps the social welfare cheque. It is the employees responsibility to make the claim and failure to comply with this procedure may result in an over-estimation of the benefit deducted from the staff members salary.

Requirement to Maintain Contact

Staff members are required to maintain contact with their Department Head/Supervisor whilst on continuous sick leave and where possible to inform them of their impending return to work or likely date of return.

Resumption of Work

If an employee wishes return to work before the certified date of return, a new certificate will be required from your medical practitioner, stating that you are fit to resume duty.

For periods of long-term sick leave (that is periods in excess of three weeks) a medical certificate must be provided prior to returning to work. The certificate must state the employee is fit to return to work and carry out the full range of duties attached to their post.

All staff will be required to attend Occupational Health for absences in excess of three weeks. Management reserve the right to send any employee to Occupational Health at any time.

Self – Certified Sick Leave

Self-certified sick leave is any period of absence from work (not exceeding two days) where the staff member self-certifies their inability to attend work due to illness. The maximum number of self-certified days is 7 in a 24 month rolling year. If an employee exceeds 7 days uncertified sick leave, any such absence will be deemed to be unauthorized absence and subject to salary deduction and / or disciplinary action. The maximum number of continuous self-certified sick days that can be taken at any one time is two days.

The taking of self-certified sick leave on both sides of a rest day or public holiday is prohibited. In such circumstances, the staff member is required to submit a medical certificate.

Hospital management will monitor absences from work. The Hospital's **Sick Leave Policy** is available the Human Resources Department.

Sick Leave and Maternity Leave

The National Rehabilitation Hospital's Sick Leave and Maternity Leave Schemes require its employees to claim Disability Benefit when absent from work due to illness or accident and Maternity Benefit and Allowance when on maternity leave.

The PRSI class at which you pay your PRSI contributions determines social welfare benefit. Generally, Class A (full) covers employees for the above benefits and also for unemployment, dental and other benefits due from the Department of Social Protection.

Generally, those paying Class D (modified) are not entitled to these benefits, although when absent from work due to an occupational injury Class D employees may be entitled and should claim benefit.

These cheques will be deducted from pay, giving the appropriate PRSI benefit. Your doctor will issue you with a medical certificate for work and a benefit claim form for the Department of Social Protection. Failure to claim and submit benefit is a breach of the National Rehabilitation Hospital's Sick Leave Scheme.

Maternity benefit should be claimed before commencement of leave and notification of benefit due will be issued by letter from the Department of Social Protection. This notification should be submitted to the Salaries Department. In the case of Maternity Leave, deductions from pay will be based on the details provided in this letter that is, amount of benefit or allowance due and dates covered.

5.0 Payments of Wages and Salaries

Pay and related conditions (including allowances and overtime payments) are determined by the Department of Health following negotiations with the staff representative bodies representing staff in the Health Service and are in accordance with agreed terms of employment generally found throughout the Health Service.

Bank Details / P45

When you begin employment with the NRH you must forward a P45 form to the Payroll Department immediately. If it is your first employment in Ireland then you should contact your local Department of Social Protection office for a PPS number and then your local tax office.

Pay Frequency

Staff members, depending on category, are paid on a fortnightly (11 days in arrears) or monthly basis by Electronic fund transfer. For staff paid fortnightly, wages will be lodged in their account on Thursdays. Those paid on a monthly basis will receive payment on the last working day of each month.

Rates of Pay

The rates of pay, allowances and other pay-related conditions are as approved by the Department of Health. These rates are determined through negotiations between Employee organisations and management representatives. These pay rates are referred to as Consolidated Salary Scales.

Payslip

Each time a staff member is paid they will receive a detailed payslip setting out the various payments and deductions. This payslip can either be a paper based copy or can also be emailed. For email payslip please forward your email address to the Payroll Department (this can be your home email). Please contact the Payroll Department to discuss. If you have any questions regarding your payslip please contact the Payroll Department on ext. 5221 / 5318 / 5455.

Deductions from Pay

The Hospital is obliged to deduct Pension, Pay as You Earn (PAYE), Pay Related Social Insurance (PRSI), Universal Social Charge (USC) & Pension Related Deductions (PRD) contributions from pay. These deductions are referred to as Statutory Deductions. The Inspector of Taxes determines the amount of tax credit allowance, standard rate cut-off due to each employee and this is notified to both employer and employee by means of a "tax credit allowance certificate". The rate at which tax is deducted is also indicated on the certificate.

Until the Payroll Department receives a tax credit certificate, PAYE will be deducted at emergency rates. Therefore you should ensure you contact your local tax office (1890 333425) to request that a tax credit certificate is submitted to the Payroll Office. Voluntary Deductions may include Credit Union, Health Insurance, Salary Protection insurance, Trade Union subscriptions. All voluntary deductions require written authorisation.

Over-Payments

Although every effort is made to avoid such an occurrence, it is possible that at some time you may be overpaid. The Payroll Department will seek to recover any overpayment. You will be consulted and agreement reached on how the overpayment will be recouped and you may involve your Trade Union Representative. Except in the case of over-taken holidays at the end of employment, this will be an automatic deduction.

Superannuation

All employees appointed, must join the approved Hospital Pension Scheme which provides a wide range of benefits to all employees. This scheme is called the Voluntary Hospitals' Superannuation Scheme and membership is mandatory. Contributions towards the Superannuation Scheme are deducted directly from your salary and the appropriate tax allowances are allowable at source.

The Main Benefits of the scheme are:

- Retirement Pension and Tax Free Lump Sum
- Death Gratuity
- Spouse and Children Pension

Officer Grades

Pension contributions are payable at a rate of 1.5% of full salary and pensionable allowances plus 3.5% of full salary and pensionable allowances less twice the current rate of contributory old age pension. Contributions of the rate of 1.5% are payable towards Spouses and Children pensions.

Non – Officer Grades

Contributions are payable at a rate of 1.5% of total salary and wages and pensionable allowances. In addition, 3.5% of total salary and wages and pensionable allowances less twice the current rate of Social Welfare Old Age Contributory Pension is payable. Contributions of the rate of 1.5% less twice the current rate of Contributory Old Age Pension are payable towards Spouses and Children's pensions.

Registered staff members will be issued with a booklet from the Superannuation Section explaining the benefits of the Scheme. Further details of the Superannuation schemes and rates of contribution are available from the Salaries Superannuation Office. Information meetings with regard to Superannuation are held on a regular basis. Individual meetings can be arranged by appointment with the Superannuation Manager.

Since January 1st 2013 all new employees will become members of the new Single Public Service Pension Scheme (SPSPS) which does not differentiate between Officers and Non-Officers. The contribution rates are 3% of total salary or wages and pensionable allowances. In addition, 3.5% of total salary or wages and pensionable allowances less twice the current rate of Social Welfare Old Age Contributory Pension is payable. This new scheme is a Defined Contribution scheme as against a Defined Benefit Scheme.

Overtime and Additional Hours of Work

Due to the nature of the service provided by the Hospital, you are expected to be available to work additional hours/overtime, as may be required by your Department Head or Supervisor. It is Hospital policy that overtime is used only for essential and emergency services. Where possible, advance notice of this requirement will be given. Overtime payments, where appropriate, will be paid in accordance with the Department of Health regulations.

Prior approval of your Line Manager is required for all overtime other than emergency situations. Your Line Manager will notify you of the procedure required to claim overtime. Alternatively, time off in lieu may be agreed with your Department Head or Supervisor.

Revenue – Tax and Tax Forms

A **Tax Credit** form is a form issued by revenue that gives a breakdown of your Tax Credits and Cut off Point.

Tax below Cut Off Point is currently due at 20%, Tax above Cut Off Point is currently due at 41% and Tax Credits are the amount of tax, calculated by Revenue, that you do not have to pay i.e., Tax at 20% plus Tax at 41% Less Tax Credit = tax due each pay period. Subject to national annual budgetary changes.

Tax Office telephone number: 1890 333425

Address: Inspector of Taxes, Lansdowne Road, Dublin 4.

Tax Number/PPS No. Your tax number is now known as your PPS number. The same number is used for Tax and Social Welfare queries and entitlements etc. This number and your employee number are detailed on your payslip.

Hospital Registration No: 0068397N (also noted on payslip)

A **P60** is a statement of taxable income and tax paid for a tax year. P60's are issued to staff in January following year-end i.e. 31st December, each year. This is an important document and should be retained carefully.

A **P45** is a form issued by an employer on termination of employment giving taxable earnings, tax paid, tax credit and cut off point details. This form should be collected from your employer on termination of employment and handed to your new employer.

Increments

Staff appointed at a point of the salary scale other than the maximum point are entitled to an increment.

A period of unpaid leave in excess of 28 days causes an increment to be deferred (exception is statutory parental leave, maternity leave). Unsatisfactory performance may also result in deferment of increment.

6.0 Communication and General Information

It is the aim of the National Rehabilitation Hospital to promote effective two way communications within the Organisation and with the public. Publication or disclosure of official information must have the prior approval of the Chief Executive. The giving of interviews, public statements or other information connected with the Hospital must be in adherence with the NRH Communications Policies and Procedures, in consultation with the Communication Manager.

The NRH Communications Strategy

Our Communications Strategy is built upon the following principles:

Everybody has a Right to receive relevant and timely information in a format suitable to their needs

Everybody has a Responsibility to ask for clarification if they don't understand the information or the message they receive

In order to get the right message to the right people at the right time, the overall aim of the NRH Communications Strategy is to provide the framework, structures and systems to develop and promote a two way communications culture within the hospital and foster an open relationship with patients, staff and internal stakeholders; to encourage a two-way flow of communication that reaches up, down and across the organisation.

To deliver our strategy, a Communications Team has been established. The primary role of the team is:

a) Implement Internal Communications Systems and Structures

To raise awareness of changes as they are happening in the hospital (for example, the accreditation process, which is for the direct benefit of our patients) and to support staff through these changes, particularly where the changes may affect their role.

To achieve this by ensuring that current, accurate and relevant information is readily available and accessible, our main objectives are:

- To implement and manage a uniform system of communication for the purpose of circulating formal information internally within each Department or Service, based on:
 - i. written / print communications
 - ii. spoken / person to person communication
 - iii. electronic media

- To ensure methods are in place to allow everyone in the hospital to provide feedback, make comments or suggestions, seek clarification or raise questions as necessary.
- To report on changes implemented and improvements made as a result of feedback received.
- To continually review and develop Internal Communications policies, procedures and practices.

b) Raise the profile of NRH, both locally and nationally

Develop External Communications to enable the hospital to present itself in a professional and consistent manner, reflecting the position of NRH within the Healthcare System as the national provider of interdisciplinary specialised rehabilitation services, delivered by Medical Rehabilitation Consultants, for a client group who have acquired physical and sensory disabilities as a result of accident, injury or illness and in so doing to raise awareness of our work and enhance the public persona and reputation of NRH.

Internal communications methods we currently use at NRH:

- The CASCADE System (Major Project Update system)
- Hospital Notice Board System
- Electronic Notice Boards
- "TALKTIME" – Monthly talks on staff-related topics
- Monthly Events Calendar
- Hospital Events / Fundraising Events
- Website
- Information Literature and Leaflets
- Comments and Suggestions System
- Staff Briefings (Major projects or changes)
- Daily Handover / Weekly Staff Meetings (Departmental)
- E-mail / Telephone / Person to Person approach

Your feedback, comments and suggestions are always welcome and valued. It helps us to continually improve our services.

Notice Boards

Staff vacancies and information of general interest will be advertised on the notice boards located throughout the hospital. If any staff member wishes to use the notice boards you must get the notice approved by your Head of Department and liaise with the Communications Manager.

Car Parking

Staff may only park in designated parking areas. Any vehicles parked on double yellow lines or in ambulances areas will be clamped and a fine is put in place. Please note that all vehicles are parked at the owner's risk and that the Hospital accepts no responsibility for loss or damage to any vehicle.

Chaplaincy

The Chaplain visits patients on the wards on a regular basis and provides spiritual and pastoral care support to patients and their families.

The Chaplain will help you if you wish to contact representative of any faith.

Information about the Chapin service is available by contacting the Chaplin or asking a member of your rehabilitation team.

This includes:

- Times of mass
- Distribution of holy Communion
- Anointing of the Sick
- Confessions

Access Officer

If you have any access issues regarding the environment, or accessibility of our information, please ask at reception for the contact details of the Access Officer.

Paging Systems /Bleeps

A paging system which bypasses the Switchboard is in operation. A list of staff members carrying a pager is available from the Staff Supervisor. Staff supplied with a bleep must carry it at all times when on duty. Your Head of Department will advise you of the procedures for your department in relation to your bleep. The procedures can also be found on the internal phone to bleep staff and Fire & Cardiac

Canteen Facilities

A subsidised canteen is provided for staff members.

Cedars Coffee Shop

Located at the quadrangle on the ground floor.

Opening times are as follows:

Monday – Friday : 8am – 8.00pm

Weekends & Bank Holidays : 9.00am – 6.00pm.

Newspapers, postage stamps and greeting cards, Mobile phone credit, toll bridge payments and debit card facilities are available in the coffee shop. Relatives and may also use the canteen

Mobile Hospital Shop

A trolley shop service is provided to the wards. Please ask ward staff as days and times may vary.

Library Facilities

A Library is located on the first floor of the Hospital and staff members may avail of its facilities. Journals cannot be taken off the premises. Articles may be photocopied and returned in chronological order. Books must be signed for prior to removal from Library.

Patients' Forum

A Patients Forum, chaired by an independent person, meets regularly to discuss issues raised by patients. All patients are encouraged to attend. Meeting are displayed on the Patients' Notice Board.

Freedom of Information Act

The broad purpose of the Freedom of Information Act is to confer rights on members of the public to obtain access to official information to the greatest extent possible consistent with the public interest and the right to privacy.

The Act establishes three statutory rights:

- A legal right for each person to access information held by public bodies.
- A legal right for each person to have official information relating to him/herself amended where it is incomplete, incorrect or misleading, and
- A legal right to obtain reasons for decision particularly affecting oneself. All application for information made under the Freedom of Information Act should be in writing to the FOI Officer in the NRH.

Volunteers at NRH

There is a strong history of volunteering within the hospital. Activities range from the St. Vincent de Paul visitors, volunteers who operate the mobile shop, organise Bingo nights, musical evenings, drivers who accompany patients on outings to the movies or for sports activities and many others who give pastoral care or personal time. Today there are approximately 100 volunteers registered with the hospital.

Changes in Personnel Records

Staff members must bring to the attention of the Human Resources Department any change in address, contact details or other relevant, personal information.

Trade Union Membership

The Hospital recognises registered Trade Unions and will discuss with them matters relating to terms of employment and methods of resolving disputes and grievances.

Trade Union Meetings

As a norm all Trade Union meetings which do not involve talks with management, must be held outside of normal working hours. Where meetings are to be held with management local Trade Union representatives must seek prior approval from their respective Head of Department to attend same. Approval to release staff members to attend such meetings must always be made with reference to the impact this would have on services to the patients at that time.

Pets on Hospital Grounds

It is Hospital policy that there are no pets permitted on site, which is on the basis of insurance liability issues and in the interest of patient care i.e. providing a safe site for our patients and infection control issues. This policy excludes the Hospital's arrangement with PEATA, which is a voluntary organisation providing a pet therapy service to caring organisations and uses pets and owners visiting teams with specially trained therapy dogs.

7.0 Leaving the NRH

Resignation / Retirement/ Termination of Employment

If the Hospital or staff member decides to cease the contract of employment then notice must be given in writing. Both the Hospital and the staff member are obliged to give the minimum notice period and the staff member must complete a resignation form.

Permanent employees are expected to give the minimum notice stipulated in their Contract of Employment.

Temporary Employees are expected to give notice as required under the Minimum Notice and Terms of Employment Act 1973-1991 as follows:

Staff Grade	1 month
Senior Grade	2 months
Senior Management	3 months

Resignation – Pension Entitlements

If the staff member was contributing to the Spouses' and Children's Pension Scheme a pension will be payable to the spouse and eligible children.

If the staff member who was contributing to the Pension Scheme dies after retirement then the following is payable:

- A person to the spouse and eligible children

The factors taken in to account in determining pension benefits are as follows:

- Basic salary
- Pensionable Allowances, if any
- Service (e.g. HSE, former Health Board, Civil Service, Local Authority, Voluntary Hospitals, VEC or approved Public Sector Bodies)

**** Please note that the entire span of your employment may not equate with your pensionable service as certain periods e.g. unpaid sick leave***

Retirement Age

The minimum retirement age for staff members employed in the public service prior to 1st April 2004 is 60 years.

For staff members employed in the public service on or after 1st April 2004 (i.e. new entrants) the following new arrangements apply:

The minimum age at which pension is payable is 65 years;

Compulsory retirement at age 65 no longer exists for “new entrants”. Working beyond the age of 65 is subject to suitability and health requirements.

Staff members may retire earlier in exceptional circumstances i.e. early retirement initiative for nurses, retirement on grounds of ill health. Members have the option to purchase benefit in respect of previous reckonable service i.e., service in:

- National Rehabilitation Hospital
- Health Service/Health Boards
- Civil Service
- Certain State/Semi-State Bodies.

Further information in relation to superannuation is available from Payroll/Superannuation department.

