



Director of Operational Services / Deputy Chief Executive

(Permanent, Full Time)

Particulars of Office

1. The appointment is permanent, whole-time and pensionable.

2. Salary

Remuneration is in accordance with the HSE consolidated salary scales. The position of Director of Operational Services / Deputy Chief Executive is aligned to that of the grade of General Manager and the salary scale for the post is from € 84,898 - € 105,604 per annum, based on whole time equivalent.

3. Superannuation

The terms of the Voluntary Hospitals Superannuation Scheme and the Voluntary Hospitals Spouses and Children's Scheme or the Single Public Service Pension Scheme will apply to the position. Superannuation contributions at the appropriate rate will be payable in accordance with the provisions of these schemes.

4. Duties

The incumbent will perform such duties as are outlined in the attached Job role Description.

5. Hours of Work

The normal hours of work associated with the post are 35 hours per week hours. Your contracted hours of work may be liable to change between the hours of 8.00 am – 8.00 pm over seven days to meet the requirements for extended day / services in accordance with a more productive match between staffing and service activity levels across the working day/week. As this is a senior post the appointee may be required to attend at such other times as are required for the proper discharge of the duties of the office including attendance outside normal working hours.

7. Retirement

No age restrictions shall apply to a candidate except where he/she is not classified as a new entrant (within the meaning of the Public Service Superannuation (Miscellaneous Provisions) Act, 2004). In this case the candidate must be under 65 years of age on the 1st day of the month in which the latest date for receiving

completed application forms for the office occur. Continued employment is conditional upon capacity and conduct of the employee.

8. Annual leave

The postholder will be advised of the annual leave entitlement for the grade upon appointment to the role. Annual leave entitlement for the grade will be dependent on whether the appointee is classified as either an “Old Entrant” or a “New Entrant” in accordance with the Haddington Road Agreement.

9. Sick Leave

Payment of salary during illness will be in accordance with arrangements as approved from time to time by the Department of Health and Children.

10. Termination of office

The employment may be terminated at any time by 3 months’ notice on either side except where circumstances are dictated by the Minimum Notice and Terms of Employment Act 1973/77. The Management’s right under this paragraph shall not be exercised save in circumstances where the Management is of the opinion that the holder of the office has failed to perform satisfactorily the duties of the post or has misconducted himself/herself in relation to the post or is otherwise unfit to hold the appointment.

11. Garda Vetting Checks

Arrangements have been introduced, on a national level, for the provision of Garda Vetting Checks in respect of candidates for employment in areas of the Health Service, where it is envisaged that potential employees would have substantial access to children or vulnerable individuals. Depending on the nature of the post, a Garda Vetting Check may be sought for an employee where it is considered they may have significant interaction with children and/or vulnerable adults in the course of their duties. This is done for the protection of these vulnerable groups.

12. Confidentiality

In the course of your employment you may have access to or hear information concerning the medical or personal affairs of patients and/or staff, or other health services business. Such records and information are strictly confidential and unless acting on the instructions of an authorised officer, on no account must information concerning staff, patients or other health service business be divulged or discussed except in the performance of normal duty. In addition records must never be left in such a manner that unauthorised person can obtain access to them and must be kept in safe custody when no longer required.

13. Hygiene

During the course of employment staff are required to ensure that the hospital’s hygiene and infection control policies are adhered to at all times. All employees have responsibility to prevent transmission of infection by adhering to and implementing optimal hand hygiene and adhering to the Hospital’s Hygiene processes.

Hygiene is a fundamental component of the National Rehabilitation Hospital's quality system to ensure the safety and wellbeing of its patients and staff and plays a role in the prevention and control of healthcare associated infection.

14. Policies / Legislation

All Hospital policies and procedures form an integral part an employment contract and may be subject to update and revision, from time to time, in consultation with union representatives as appropriate. Employees are required to comply with all hospital policies, procedures (e.g. Dignity at Work, Trust in Care, Computer Usage Policy) and the Hospital's ethical codes of practice. Employees are required to abide by the hospital's code of behaviour and the code of practice as defined by their relevant professional body.

15. Disability Census

As part of the NRH's commitment to supporting the employment of people with disabilities and to comply with the requirements of the Disability Act 2005, all staff are required to inform the Director of Human Resources Ms. Olive Keenan, of any personal disabilities. This information is only requested in the event that appropriate arrangements must be put in place during the course of one's employment and will be stored in compliance with Data Protection Legislation.

16. HR Department Privacy / GDPR Policy

In order to carry out its administrative functions the Human Resource Department in the National Rehabilitation Hospital collects and processes personal data relating to individuals, which includes the job applicants and staff of the Hospital. The Human Resources Department takes the confidentiality of all personal data seriously and consequently takes all necessary steps to comply with data protection legislation including the GDPR. The Human Resource Department collects personal data only in order to meet specific lawful purposes, and will retain that data only for so long as necessary. We also ensure that all reasonable technical and organisational security measures are in place to safeguard personal data.

Ordinarily, the Human Resource Department will not pass personal data to any third party except where required by law, or under statutory obligations, or to fulfil a contract of employment or for other legitimate purposes as balanced against the rights and interests of the Data Subject. If you have any concerns about how your personal data is processed, you may contact our Data Protection Officer (dpo@nrh.ie). Please refer to the National Rehabilitation Hospital Human Resources Privacy Policy Document for more information. The Policy Document is available on request from the Human Resources Department.



Director of Operational Services / Deputy Chief Executive

(Permanent, Full Time)

Person Specification

Essential Qualifications:

The candidate must possess:

- A sound background in and knowledge of the Health Services Sector;
- Relevant 3rd level health or professional qualification with Masters preferred.
- Senior Management experience of at least five years within a medium sized organisation in either the public or private sector. Ideally this experience would be in a healthcare environment and include experience of :
 - Financial planning, General / Clinical management and control
 - Human Relations management and supporting career development
 - Organisational development and managing change
 - Leadership
 - Operations Management including new service development

Experience and Knowledge:

- Evidence of excellence/innovation in a complex organisational environment and of working within multidisciplinary teams;
- Evidence of collaborative working with partner organisations in the achievement of joint initiatives;
- Financial management experience with an ability to promote concepts of value for money, effectiveness and efficiency in the operational management of the hospital;
- Sound knowledge of organisational management and development and proven change management skills;
- Ability to provide strong and effective leadership and direction to hospital staff and demonstrate team management skills which motivates and inspires staff;
- Experience of change management at a senior management level is desirable
- Understanding and appreciation for the culture and environment associated with managing a Voluntary Hospital, as well as the developments and challenges facing the sector into the future
- Extensive knowledge of relevant legislation and a clear understanding of clinical and corporate governance;

- Experience in managing an interdisciplinary or multidisciplinary team or complex project management

Knowledge and Skills:

- Possess a strong degree of self-sufficiency and have excellent interpersonal and communication skills;
- Demonstrates the ability to build and maintain beneficial relationships, both internally and externally;
- Demonstrate an awareness of the internal and external factors impacting on the success of the hospital;
- Ability to develop strategic plans that help deliver the Hospital strategy within resource limitations;
- Ability to understand and apply commercial, ethical and political principles through which the hospital has to operate and the key factors which influence the performance of the hospital including financial management and budgetary knowledge.
- Demonstrates the ability to oversee and plan work in order to deliver projects on time and within resources;
- Demonstrates the ability to make informed, consistent and accurate decisions based on relevant information;
- Demonstrate excellent negotiation and influencing skills;
- Demonstrable understanding of financial management, including budgeting and forecasting;
- Excellent communication skills - both internally and externally;
- Effective interpersonal skills and ability to influence and to manage change with high level stakeholders both internally and externally;
- Understanding of successful human relations and personnel management
- Proven ability to prioritise, and to be highly organised;
- Ability to establish and maintain effective working relationships with multidisciplinary staff and to interact, relate and work with and support the activities of professionally qualified staff.
- Excellent working knowledge of standard office computer packages and databases;
- Good analytical skills and an appreciation for the data from the hospital information management systems which will be required to make meaningful management decisions.

Personal Attributes:

PERSONAL ATTRIBUTES:

- Strong interpersonal skills with a high degree of energy, enthusiasm and resilience.
- Team player with a focus on achievement of corporate goals.
- Commitment to participative management and goal setting.
- Ability to work in a pressured environment, combining fairness with ability to make difficult decisions.
- High levels of integrity with the credibility to interact at all levels.
- Flexible and an ability to demonstrate innovative practice.
- Excellent planning and decision making skills.

- Excellent organisational and time management skills.
- Ability to resolve professional/ethical issues.

1. Health & Safety

Candidates or any person holding the office must be free from any medical condition which would render them unsuitable to hold the office and be in a state of health such as would indicate a reasonable prospect of ability to render regular and efficient service.

For the purposes of satisfying the requirements as to health, it will be necessary for each successful candidate before he/she is appointed to undergo a medical examination by a qualified medical practitioner to be nominated by the Chief Executive or designated officer. Any irregularities reported as a result of this examination which render the incumbent unsuitable for the post must be remedied / addressed before appointment.

Health Promotion – The Hospital is committed to promoting healthy lifestyles for both patients and staff. Staff are expected to participate in initiatives to support better health and well- being in line with the Hospital objectives.

2. Character

Candidates for and any person holding the office must be of good character.

Note: This job description is an outline of current broad areas of responsibility and accountability and should not be regarded as a comprehensive listing. The responsibilities and reporting structures for this position, as outlined, may be subject to change, in the future, within the context of the reconfiguration of management structures in the hospital. In addition the hospital is building a new hospital on a phased basis, with Phase 2 planned as the next stage of the project. The duties and responsibilities of the post will be aligned with this future project in addition to the management of the existing hospital and campus.



**Director of Operational Services / Deputy Chief
Executive**
(Permanent, Full Time)

JOB DESCRIPTION

Title: Director of Operational Services /
Deputy Chief Executive

Purpose of the Position: This senior management position is part of the Management Team and the post holder will be joining a dynamic and caring team of management and healthcare professionals.

A key aspect of the Executive Management responsibilities attaching to the Director of Operational Services / Deputy Chief Executive is to direct, coordinate and develop and manage each of the Hospitals Clinical Programmes and support services where required.

The Director of Operational Services / Deputy Chief Executive will develop and foster collaborations between clinical departments, medical and nursing leadership and other affiliated services to ensure an integrated approach to providing services. The objective of the position is to plan, develop and deliver enhanced operational performance across the hospital.

As part of the senior management team, the post holder will contribute to strategic planning and change leadership both in the context of current operational performance and in respect of the future development of the hospital. He/she will plan and drive significant operational initiatives including the development of care pathways as part of a total integrated healthcare framework. The post holder will review on an ongoing basis services being offered and be involved, with others, in the development of new services in line with service needs and demands.

He/she will have shared responsibility for key performance indicators in the hospital and will have direct line responsibility for the specific functions set down below.

The Director of Operational Services / Deputy Chief Executive is responsible and accountable for the following patient services within the hospital and the manager/supervisor of each of these areas will report to the Director of Operational Services / Deputy Chief Executive:

- Clinical Programmes
- Therapy Services
- Heads of Health and Social Care Professions
- Outpatients and day services
- Other areas as advised

In particular, the Director of Operational Services / Deputy Chief Executive will be responsible to ensure the administration process associated with the patient care in the hospital is both effective & efficient. The postholder will fully support the hospitals accreditation & quality and this list is subject to change in line with organisational structures.

Accountable to: Chief Executive Officer (CEO)

Liaison / Communication:

The Director of Operational Services / Deputy Chief Executive will have direct responsibility and accountability for specific executive management functions assigned by the Chief Executive and will report to the CEO and deputise as required for duties such as chairing committee meetings i.e. Chair the Executive Management Committee, Operational Management Committee, Heads of Department and other meetings.

The Director of Operational Services / Deputy Chief Executive will manage, oversee, co-ordinate and develop each of the Clinical Programmes.

The Director of Operational Services / Deputy Chief Executive will perform such other key responsibilities/accountability as may be assigned from time to time.

Key Communication Relationships:

- Chair of Board of Directors and Hospital Board
- Chief Executive
- Clinical Director
- Director of Nursing
- Director of Estates and Facilities
- Executive Management Team
- Heads of Therapy/Services
- Programme Managers

- Hospital Committees
- Clinicians
- Department Heads
- Clinical Support and other support Staff
- External Agencies including Health Service Executive and HSE Directors, NRH Foundation, Government agencies such as the Disabled Drivers Medical Board of Appeal
- Patient committees
- Media
- Statutory and Voluntary Agencies

ACCOUNTABILITY, DUTIES AND RESPONSIBILITIES

General Accountability

- Maintain throughout the Hospital an awareness of the primacy of the patient in relation to all Hospital activities.
- Together with Chief Executive Officer and the Management Team, act as an ambassador for, and lead the staff in achieving the Hospital's mission, vision, values and strategic plan.
- Contribute to the Hospital's vision to be the leading employer in the Health Services.
- Actively participate in continuing education and research activities consistent with the position.
- Take ownership and ensure completion of Hospital-wide programmes and projects assigned by the Management Team.
- Contribute, with the Management Team, to the quality of patient care and to staff satisfaction through the effective and efficient management of the Hospital's Human Resources.
- Promote open communications throughout the Hospital.
- Ensure development of partnerships with other healthcare organisations, HSE and other funding agencies, other educational institutions, and the wider community the Hospital serves.

Specific Accountability

A. Strategic / New Hospital Project

- Contributing as a member of the Senior Management Team to the achievement of the long term and short term goals of the hospital and in the development of the overall strategic plan for the NRH.

- Preparing a strategic plan charting the future development and performance of the areas within areas of responsibility in line with the overall objectives of the hospital and the New Hospital Project.
- Proven ability and experience in managing and successfully delivering projects and ability to oversee and plan work in order to deliver projects on time and within resources.
- Ability to think strategically and contribute to the development of a clear and realistic vision for the future of the current hospital and also Phase 2 of the New Hospital Project.
- Leading change initiatives both within the hospital and externally.
- Ability to evaluate strategic decisions at Government / HSE level and to anticipate possible implications for the hospital.
- To promote effective working partnership service-wide and with regional and national colleagues to strategically position NRH for future service change and developments in accordance with local, regional and national policy in health and social care, maintaining the reputation of the service for high standards of care and innovative practice.
- Work as a leader of the hospital wide team by in developing quality services for capital programme development; and in the implementation and transfer of existing / new services into the new hospital facilities.

B. Operational Management:

- To be accountable for the quality of service delivery, ensuring effective service user care, research, training and development within the National Rehabilitation Hospital.
- To promote the development and maintenance of high standards of care in line with the mission, values and ethos of the hospital.
- To be responsible, working with the Chief Executive, Clinical Director and senior clinicians of all disciplines and service users, for developing the annual service objectives and effecting their implementation across the service.
- Analysing existing services, demands, and healthcare trends in order to develop and recommend short and long-range goals and plans for the Hospital and ensure that the quality of the service is in line with the resources available.
- To ensure effective working practices with other relevant hospitals and health care agencies to maximise the delivery of a seamless service.

- In conjunction with the Clinical Director, evaluate the contribution of staff groups and skill mix to ensure the provision of an acceptable level of service that appropriately supports the clinical activity of the NRH.
- Providing overall direction and carrying overall management responsibility in a co-ordinated manner for the Clinical Services in close co-operation with the Heads of Therapy Services, Programme Managers and all other Senior Managers involved in the delivery of care services to ensure performance measures targets are set and met in the context of the Hospitals strategic and operational plans

C. Co-Ordination of Services:

- Ensuring that the facility and environment are maintained to high standards of aesthetics, comfort and service user satisfaction.
- To ensure that services / operations and facilities at the hospital meet all clinical and other needs and are fully fit for purpose at all times.
- Advising the CEO and other relevant stakeholders on optimal use and cost effective management of resources.
- Participate in Executive Management out of hours cover.

D. Service Planning / Delivery:

- To be responsible for the development of business cases and/or other proposals for improvements or modernisation of integrated rehabilitative care services across continuum in an integrated manner.
- To be responsible for the identification of cost improvements, service developments and income generation opportunities.
- To lead projects which improve the quality of services provided to service users evidenced by improved performance against national and international benchmarks.
- Ensuring the effective delivery of service plan commitments within areas of responsibility
- Providing leadership in terms of the development and implementation of new integration patient care-pathways which will optimise patient care.
- To partake fully in hospital meetings, committees and liaise as appropriate with outside interests.

- To perform such additional duties as may be assigned from time to time by the Chief Executive or their nominee.
- In conjunction with the Information Management and Technology (IM & T) Manager ensure that the NRH has effective processes for the selection and development of ICT solutions and optimising implementation and benefits of same.

E. Quality Assurance and Risk Management:

- Developing and implementing quality systems to ensure that services are provided to agreed standards and to develop relevant performance indicators by which service quality can be monitored over time.
- Liaising with relevant Clinicians and Managers in relation to service provision and the quality and standard of such services.
- Providing leadership in terms of attaining and maintaining quality standards and relevant accreditation of services in the NRH.
- Be accountable for the management of the Hospital accreditation and Quality & Safety initiatives in conjunction with the Clinical Director, Quality and Risk Manager and other key stakeholders.
- Collecting and presenting on a regular basis, appropriate data in relation to accreditation and service quality throughout the hospital.
- Contribute to the development and lead on the implementation of best practice service modernisation and improvement plans and strategies within the service.
- Encourage a culture of continuous improvement and mutual co-operation in the achievement of the highest possible standards of clinical care and maximum efficiency.
- Work with Clinical Director, Quality and Risk Manager, colleagues and other stakeholders to develop clinical governance systems within the NRH and ensure that all relevant national / international standards are met.
- In collaboration with key stakeholders, ensure that effective leadership and effective systems are in place for the routine evaluation of infection control data, compliance with hygiene audits and the services infection control policies and procedures.
- In conjunction with the Quality and Risk Manager, ensure that the NRH has an effective process for risk assessment and risk management in respect of our healthcare services. The postholder will work in collaboration with the Clinical Director and Quality and Risk Manager on these processes.

- Co-ordinate NRH's participation in local risk management initiatives to monitor the common causes of harm within the service i.e. Health & Safety, Infection Control, Occupational Health, Fire Safety, environmental and organisational risks.
- Be responsible for ensuring that adverse incidents involving the healthcare services within the NRH are investigated promptly, respecting confidentiality and taking preventative action where necessary to ensure that quality and risks prevention procedures are adhered to and fully implemented.

E. Performance and Financial Management:

- To be accountable for the effective use of resources, in association with the Director of Finance, alerting the Chief Executive, Clinical Director and / or the relevant hospital committees in respect of imminent budgetary overspends.
- To monitor, control and report on nursing activity and income and expenditure, working closely with the Director of Finance, Director of Nursing and Director of Human Resources.
- To develop a series of performance indicators in line with corporate objectives for the organisation and support the achievement of hospital-wide Key Performance Indicators.
- Accountable for the co-ordination and completion of the HSE / NRH Service Level Agreement annually in conjunction with the CEO, Programme Managers and Heads of Departments. Take a lead role in the review, co-ordination and the collation of all information and present final completed document to CEO for approval. Responsible for liaison and appropriate follow up with HSE.
- To work with the Clinical Director, Director of Nursing and Heads of Health and Social Care Professions to develop mechanisms to ensure that clinical activity is measured accurately and fully costed where appropriate.
- Creating a culture of performance management where plans, standards and targets are reviewed to ensure they are consistently achieved.
- Contributing to the development of a robust quality management infrastructure to ensure the Hospital achieves the highest quality standards and favourable outcomes in national audits and measurement systems.
- Co-ordinating the preparation and monitoring the implementation of service plans/operational plans to ensure Hospital services are being delivered in an equitable, efficient and cost-effective manner to meet service needs.
- Reporting and providing analysis on activity related issues and defining these in the context of future service demands and needs.

- Assisting the Chief Executive in the development, implementation, co-ordination and evaluation of policies to promote the delivery of high-quality services.
- Preparing discussion papers on relevant service issues, to researching and submitting reports, analysis and recommendations on policy issues and organising efforts to acquire funding for service needs and new developments as required.
- Preparing discussion papers and reports for meetings and ensuring that information on services is widely available and presented in a user-friendly format, which is tailored to individual needs
- Liaising with staff from the Health Service Executive and other government department/agencies, the Office of the Ombudsman, Information Commissioner, etc. as appropriate.
- Promoting organisational cohesion and the pursuit of excellence through working relationships at interpersonal and interdepartmental levels.
- Developing costings and resourcing plans for service delivery and service improvement, in association with Programme Managers and Service Heads.
- Using technological and systematic supports to improve processes, systems and structures.
- Such other duties as may be prescribed by the Chief Executive from time to time.
- Such is the pace of change in the Health Services, it is impossible to identify all tasks associated with the role and accordingly the hospital expects the appointee to be flexible in their approach to work, responsive to the need for change and accepting of their role in managing same.

The extent of speed and change in the delivery of health care is such that adaptability is essential at this level of management. The post-holder will be required to maintain, develop and enhance the necessary professional knowledge, skills and aptitudes required to respond to a changing situation.

This job description does not contain an exhaustive list of duties, and the post holder may be required to undertake additional responsibilities. It will be reviewed from time to time in order to adapt and develop the role, according to service needs and Hospital policies.

The Chief Executive will review on an ongoing basis and annually on a formal basis, targets set and progress made by the Appointee in achieving his/her personal development objectives.

I agree that this position description clearly outlines the specific responsibilities and duties that are to be carried out as part of this role. I also understand that these represent the minimum requirements to perform the duties at the current level.

To be signed by the post holder.

Employee Name: _____

Manager Name: _____

Employee Signature: _____

Manager's Signature: _____

Date: _____

Date: _____