**National Centre Programme Manager**

**National Centre Programme Office**

**Programme for Health Service Improvement**

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**Job Specification & Terms and Conditions EOI Grade to Grade GM**

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| **Job Title and Grade** | **National Centre Programme Manager, Programme for Health Service Improvement**  General Manager – Grade Code 0041 |
| **Closing Date** | **November 15 2017**  **Ref number EOI DG004** |
| **Proposed Skills Match Date** | Week commencing November 20 2017 |
| **Taking up Appointment** | To be agreed – Generally one month from date of offer |
| **Organisational Area** | Programme for Health Service Improvement, Office of Director General, HSE |
| **Location of Post** | National Centre Programme Office, Dr Steevens, Hospital, Dublin 8 |
| **Informal Enquiries** | Jim O’Sullivan, Programme Director, Email: [jim.osullivan1@hse.ie](mailto:jim.osullivan1@hse.ie)  Tel 01-6352446 |
| **Details of Service** | The Health Service has an overriding requirement to deliver safe services while addressing risks to service users and to the general population. In order to better achieve this, the Director General has established the Programme for Health Service Improvement to provide the strategic vision and direction to lead and to support the continued improvement of the health services. The Programme has established the HSE approved programme management methodology, reporting infrastructure, training and supports for all health service improvement programmes and projects.  A fundamental principle underpinning the transformation of the health delivery system is that appropriate responsibility, authority and accountability for healthcare services must devolve as close to the patient and service user as possible. The developing Community Healthcare Organisations, Hospital Groups, along with other service delivery organisations and functions, are key to this devolution. Each one of these Organisations must, in turn, demonstrate that they have also devolved appropriate responsibility, authority and accountability to department, ward, practice, or network level.  In this context, the role and function of the National Centre of the health service needs to evolve in tandem with the new hospital and community delivery system transformation as well as transformation of other delivery units and functions.  The Centre must has a key underpinning ethos of an integrative approach to health and will operate from the perspective of an enabling approach underpinned by a social justice model that has equity and person-centred care at its heart. It will facilitate the development of an appropriate balance of responsibility and accountability to enable the system to operate in an autonomous manner with relevant decision making taking place as close as possible to the patient. This is of critical importance. In broad terms there needs to be a shift towards a Centre that fulfils a more strategic ‘commissioning-type’ role and that promotes and facilitates ownership and accountability for care delivery within service delivery organisations.  The Centre Programme has been established to lead the changing nature of the functions performed at a national level, such as:   * Defining national population need and evaluate against resources; * Defining integrated models of care between acute and community services; * Promote and enable high-calibre clinical leadership at all levels; * Translate national policy, population need, models of care, health outcomes, quality measures and resources to national level plans, frameworks, and contractual arrangements with a response to performance that is differentiated appropriately as part of an intervention/escalation framework for poorly performing services; * Support the transition of individual service delivery organisations along the pathway towards autonomy; * Create the conditions and appropriate financial and other regulations to enable the delivery system to operate effectively, including the investment required to ensure the necessary capacity and capability is in place in order to effectively hold service delivery organisations to account; * Align with national standards, policies and accountability and oversee implementation of national policy; * Provide a quality framework to the delivery system within which it is enabled to deliver safe quality care; * Understand and define system-level metrics and levers, and develop data & information capability; * Work closely with the Department of Health to ensure that national strategies are coherent and capable of being implemented by the delivery system in a standardised manner.   An **integrated portfolio of work streams** are underway, that comprises of specific and prioritised programmes and associated projects in all key domains of the health service improvement programme including implementation of the National Centre Transformation Programme.  A formal programme governance structure has been established to support the programme and manage implementation. An extensive planning exercise has produced a comprehensive Implementation Plan.    In order to progress to the next phase of programme implementation, it is now necessary to establish a robust Programme Management infrastructure which will work with multiple Programme Offices. This Programme for Health Service Improvement post will be based with the National Centre Programme Office to work as part of a dedicated team that will drive and enable service improvements, through the realisation of the intent of the Direction of Travel for the National Centre.  **The role of the Programme Office:**  An efficient and effective Programme Office is a fundamental requirement of any successful project management approach. It ensures that all change is appropriately planned and is implemented in a managed and systematic way. They provide:   * **Methodology:** Acting as a central point for approved project methodology, lessons learned and best practice to enable successful project delivery of an agreed scope of work to time, cost and quality requirements. * **Governance:** Drive and oversee health service improvement at a national level and ensure that the Centre Steering Group, project working groups and project teams have the appropriate information to make necessary change decisions. * **Integration:** Connecting projects and programmes across the HSE, identifying interdependencies and risks, networking and promoting programme efforts throughout the health system. * **Delivery support:** Assisting project teams to deliver on an agreed scope of work by providing advice and mentoring and developing necessary team competencies. * **Oversight and Traceability:** Collating work streams and project status reports for consolidated reporting to the Programme for Health Service Improvement, managing project documentation, including risk registers, schedules, incident logs, benefits plan etc., and monitoring and reviewing programme and project performance. |
| **Reporting Relationship** | Reports to the National Centre Programme Director. |
| **Purpose of the Post** | The purpose of the *National* Centre *Programme* *Manager* role is to lead and manage the setting up of the programme through the delivery of the new capabilities, realisation of benefits and programme closure.  This will involve ensuring that appropriate governance arrangements are in place and that the required level of project management, change management, communications and benefits management support is provided to the National Centre Programme project managers. It will also require the development and maintenance of strong working relationships with the service delivery structures, the work stream Programme Offices and the Programme for Health Service Improvement. |
| **Principal Duties and Responsibilities** | The principle duties and responsibilities of the *National* Centre *Programme Manager* is outlined as follows:  **Governance:**   * Successful implementation of the National Centre Programme will require a clearly defined approach to programme governance and project controls, ensuring that the appropriate level of governance, as approved by the National Centre Steering Group, is in place, maintained and adhered to, is a critical element to this role.   **Programme management infrastructure:**   * Defining and establishing the programmes and projects for the National Centre Programme * Implementing robust programme management infrastructure across the National Centre Programme to enable successful long term programme performance and delivery * The overall planning for programmes and projects; * Co-ordination of all programmes and projects across Work Streams; * Ensuring compliance with and rigorous application of HSE Programme for Health Service Improvement Programme Management methodologies, processes and tools * Implementing the HSE Benefits Realisation Framework to achieve targeted and measurable benefits through the delivery of the change;   **Risk Issue and Dependency Management**   * Risk and issue management for the programme, identifying impediments and issues facing delivery and ensuring that appropriate mitigation actions are in place. * Managing dependencies across the programme and engaging with the relevant senior responsible owners to ensure delivery of key dependencies. * Managing interdependencies with other programmes in the HSE Portfolio to ensure a coordinated delivery of change across the organisation   **Communications/Stakeholder Management:**   * Development and maintenance of strong working relationships with the service delivery structures, the Work Stream Programme Offices and the Programme for Health Service Improvement. * Act as spokesperson for the Organisation as required. * Demonstrate pro-active commitment to all communications with internal and external stakeholders   **Programme reporting:**   * Using the approved HSE tool, Project Vision, to report on Centre programme progress to the National Centre Programme Steering Group and other key stakeholders.   **Strategic vision and healthcare insights:**   * Provide knowledge, experience and insight of Irish and international health care and policy systems to look strategically at challenges and issues that may arise.   **Budget and resourcing:**   * Managing the National Centre Programme budget, including risk allowance in line with capital and revenue requirements and standing financial instructions. * Ensuring all other resources necessary to the success of the Programme are identified and appropriately addressed. Liaise with HR and Procurement to ensure resources are maintained in line with all relevant policies and regulations. * Line management of the Project Management Team   **Standards, policies, procedures & legislation**   * Contribute to the development of policies and procedures. * Ensure accurate attention to detail and consistent adherence to procedures and current standards within area of responsibility. * Maintain own knowledge of relevant policies, procedures, guidelines and practices to perform the role effectively and to ensure standards are met by own team. * Maintain own knowledge of relevant regulations and legislation e.g. Financial Regulations, Health & Safety Legislation, Employment Legislation, FOI Acts etc. * Maintain a broad knowledge of policies and procedures of the organisation. * Pursue continuous professional development in order to develop management expertise and professional knowledge. * Have a working knowledge of the Health Information and Quality Authority (HIQA) Standards and other standards as they apply to the role for example, National Standards for Safer Better Healthcare, National Standards for the Prevention and Control of Healthcare Associated Infections, Hygiene Standards etc. and comply with associated HSE protocols for implementing and maintaining these standards.. * Support, promote and actively participate in sustainable energy, water and waste initiatives to create a more sustainable, low carbon and efficient health service.   **The above Job Description is not intended to be a comprehensive list of all duties involved and consequently, the post holder may be required to perform other duties as appropriate to the post which may be assigned to him/her from time to time and to contribute to the development of the post while in office.** |
| **Eligibility Criteria**  **Qualifications and/ or experience** | **This campaign is confined to staff who are currently employed by the HSE, TUSLA, other statutory health agencies, or a body which provides services on behalf of the HSE under Section 38 of the Health Act 2004 at the level of General Manager.**  **Applicants must at the latest date of application possess the following experience at a senior level**   * Have a proven track-record of delivering complex, multidisciplinary programmes of work. * Significant experience of operating within a service improvement, planning or programme management role and / or function within a large complex multi stakeholder environment utilising and / or overseeing some or all of the relevant disciplines including:   + Programme Delivery;   + PMO Management   + Programme Management;   + Risk and issue Management;   + Resource Demand & Supply Planning   + Strategic Planning;   + Change Management;   + Service / Business / Operational Planning * Experience of managing a team * Experience of managing and working collaboratively with multiple internal and external stakeholders, as relevant to this role. * The requisite knowledge and ability (including a high standard of suitability and management ability) for the proper discharge of the duties of the office   **Health**  A candidate for and any person holding the office must be fully competent and capable of undertaking the duties attached to the office and be in a state of health such as would indicate a reasonable prospect of ability to render regular and efficient service.  **Character**  Each candidate for and any person holding the office must be of good character.  **Age**  Age restrictions shall only apply to a candidate where he/she is not classified as a new entrant (within the meaning of the Public Service Superannuation Act, 2004). A candidate who is not classified as a new entrant must be under 65 years of age on the first day of the month in which the latest date for receiving completed application forms for the office occurs. |
| **Post Specific Requirements** | **The successful candidate will be required to complete Managing Successful Programmes (MSP) training as directed by their manager if they have not already completed same.** |
| **Other requirements specific to the post** | * Access to appropriate transport to fulfil the requirements of the role as post may involve frequent travel. * A flexible approach to working hours is required in order to ensure deadlines are met |
| **Skills, competencies and/or knowledge** | **Professional Knowledge & Experience**   * Demonstrate a detailed knowledge of the issues, developments and current thinking on best practice in relation to Programme Management to deliver improvements and change. * An understanding of Irish health services and Health service transformation * Knowledge of government and national HSE policy as it relates to this role   **Leadership & Direction**   * A track record as an effective leader with a can do attitude who has led, organised and motivated staff in times of rapid change in a challenging environment * Remains fully informed in a dynamic and challenging environment, while at the same time having a clear view of what changes are required in order to achieve immediate and long term Programme objectives; * Understands the challenges of leading a complex change programme with significant technology, process, clinical change, interdependencies and HR challenges; * Continually strives to improve change delivery, to create a work environment that encourages creative thinking and to maintain focus, intensity and persistence even under increasingly complex and demanding conditions.   **Working With & Through Others - Influencing to Achieve**   * A track record of building and maintaining key internal and external relationships in furtherance of organisational goals * Demonstrates the ability to work independently as well as work with a wider multidisciplinary / multi-agency team in a complex and changing environment; * Is persuasive and effectively sells the vision; commands attention and inspires confidence; * Sets high standards for the team and puts their work and the work of the organisation into meaningful context; * Is committed to working co-operatively with and influencing senior management colleagues to drive forward the health service improvement agenda;   **Results Focused With Critical Analysis & Decision Making**   * Places strong emphasis on achieving high standards of excellence; * Commits a high degree of energy to well directed activities and looks for and seizes opportunities that are beneficial to achieving organisation goals; * Perseveres and sees tasks through; * Champions measurement on delivery of results and is willing to take personal responsibility to initiate activities and drive objectives through to a conclusion. * Has the ability to rapidly assimilate and analyse complex information; considers the impact of decisions before taking action; anticipates problems; * Recognises when to involve other parties at the appropriate time and level; * Makes timely decisions and stands by those decisions as required. * The ability to think strategically, with strong analytical and judgement skills * The ability to look critically at issues to see how things can be done better   **Communication & Interpersonal Skills**   * Possesses the ability to explain, advocate and express facts and ideas in a convincing manner, and actively liaise with individuals and groups internally and externally; * Is committed to building a professional network to remain up-to-date with and influence internal and external politics; * Has a strong results focus and ability to achieve results through collaborative working. * Has excellent influencing and negotiation skills across a range of communication media including verbal and IT presentations. * Strong written communication skills   **Personal Commitment and Motivation**   * Is personally committed and motivated for the complex role of *National Centre* *Programme Manager*; * Demonstrates a strong willingness and ability to operate in the flexible manner that is essential for the effective delivery of the role * Strong capability to manage competing demands without a diminution in performance * A core belief in and passion for the sustainable delivery of high quality customer / user centred focused services * A commitment to continuing professional development |
| **Campaign Specific Selection Process**  **Ranking/Shortlisting / Interview** | A ranking and or shortlisting exercise may be carried out on the basis of information supplied in your application CV and cover letter. The criteria for ranking and or shortlisting are based on the requirements of the post as outlined in the eligibility criteria and skills, competencies and/or knowledge section of this job specification. Therefore it is very important that you think about your experience in light of those requirements.  Failure to include information regarding these requirements may result in you not being called forward to the next stage of the selection process. |
| **Code of Practice** | The Health Service Executive will run this campaign in compliance with the Code of Practice prepared by the Commission for Public Service Appointments (CPSA). The Code of Practice sets out how the core principles of probity, merit, equity and fairness might be applied on a principle basis. The Code also specifies the responsibilities placed on candidates, facilities for feedback to applicants on matters relating to their application when requested, and outlines procedures in relation to requests for a review of the recruitment and selection process and review in relation to allegations of a breach of the Code of Practice. Additional information on the HSE’s review process is available in the document posted with each vacancy entitled “Code of Practice, Information for Candidates”.  Codes of practice are published by the CPSA and are available on [www.hse.ie/eng/staff/jobs](http://www.hse.ie/eng/staff/jobs) in the document posted with each vacancy entitled “Code of Practice, Information for Candidates” or on [www.cpsa.ie](http://www.cpsa.ie). |
| This job description is a guide to the general range of duties assigned to the post holder. It is intended to be neither definitive nor restrictive and is subject to periodic review with the employee concerned. | |



**National Centre Programme Manager**

**General Manager**

**Terms and Conditions of Employment**

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| **Tenure** | The current vacancy is wholetime and specified purpose for a 3 year period.  The post is pensionable. A panel may be created from which specified purpose vacancies of full or part time duration may be filled. The tenure of these posts will be indicated at “expression of interest” stage.  Appointment as an employee of the Health Service Executive is governed by the Health Act 2004 and the Public Service Management (Recruitment and Appointment) Act 2004. |
| **Remuneration** | The Salary scale for the post will be based on current terms and conditions  **GENERAL MANAGER 1/04/17 LRA 7 67,279 68,918 71,511 74,125 76,717 79,296 81,850** |
| **Working Week** | The standard working week applying to the post 37 hours.  HSE Circular 003-2009 “Matching Working Patterns to Service Needs (Extended Working Day / Week Arrangements); Framework for Implementation of Clause 30.4 of Towards 2016” applies. Under the terms of this circular, all new entrants and staff appointed to promotional posts from Dec 16th 2008 will be required to work agreed roster / on call arrangements as advised by their line manager. Contracted hours of work are liable to change between the hours of 8am-8pm over seven days to meet the requirements for extended day services in accordance with the terms of the Framework Agreement (Implementation of Clause 30.4 of Towards 2016). |
| **Annual Leave** | The annual leave associated with the post will be based on current terms and conditions. |
| **Superannuation** | This is a pensionable position with the HSE. The successful candidate will upon appointment become a member of the appropriate pension scheme. Pension scheme membership will be notified within the contract of employment. Members of pre-existing pension schemes who transferred to the HSE on the 01st January 2005 pursuant to Section 60 of the Health Act 2004 are entitled to superannuation benefit terms under the HSE Scheme which are no less favourable to those which they were entitled to at 31st December 2004 |
| **Probation** | Every appointment of a person who is not already a permanent officer of the Health Service Executive or of a Local Authority shall be subject to a probationary period of 12 months as stipulated in the Department of Health Circular No.10/71. |
| **Health & Safety** | It is the responsibility of line managers to ensure that the management of safety, health and welfare is successfully integrated into all activities undertaken within their area of responsibility, so far as is reasonably practicable. Line managers are named and roles and responsibilities detailed in the relevant Site Specific Safety Statement (SSSS).  Key responsibilities include:   * Developing a SSSS for the department/service[[1]](#footnote-1), as applicable, based on the identification of hazards and the assessment of risks, and reviewing/updating same on a regular basis (at least annually) and in the event of any significant change in the work activity or place of work. * Ensuring that Occupational Safety and Health (OSH) is integrated into day-to-day business, providing Systems Of Work (SOW) that are planned, organised, performed, maintained and revised as appropriate, and ensuring that all safety related records are maintained and available for inspection. * Consulting and communicating with staff and safety representatives on OSH matters. * Ensuring a training needs assessment (TNA) is undertaken for employees, facilitating their attendance at statutory OSH training, and ensuring records are maintained for each employee. * Ensuring that all incidents occurring within the relevant department/service are appropriately managed and investigated in accordance with HSE procedures[[2]](#footnote-2). * Seeking advice from health and safety professionals through the National Health and Safety Function Helpdesk as appropriate. * Reviewing the health and safety performance of the ward/department/service and staff through, respectively, local audit and performance achievement meetings for example.   Note: Detailed roles and responsibilities of Line Managers are outlined in local SSSS. |
| **Infection Control** | Have a working knowledge of Health Information and Quality Authority (HIQA) Standards as they apply to the role for example, National Standards for Safer Better Healthcare, National Standards for the Prevention and Control of Healthcare Associated Infections, Hygiene Standards etc. |
| **Ethics in Public Office 1995 and 2001**  **Positions remunerated at or above the minimum point of the Grade VIII salary scale (€ 64,812 as at 01.01.10)** | Positions remunerated at or above the minimum point of the Grade VIII salary scale (€ 64,812 as at 01.01.2016) are designated positions under Section 18 of the Ethics in Public Office Act 1995. Any person appointed to a designated position must comply with the requirements of the Ethics in Public Office Acts 1995 and 2001 as outlined below;  A) In accordance with Section 18 of the Ethics in Public Office Act 1995, a person holding such a post is required to prepare and furnish an annual statement of any interests which could materially influence the performance of the official functions of the post. This annual statement of interest should be submitted to the Chief Executive Officer not later than 31st January in the following year.  B) In addition to the annual statement, a person holding such a post is required, whenever they are performing a function as an employee of the HSE and have actual knowledge, or a connected person, has a material interest in a matter to which the function relates, provide at the time a statement of the facts of that interest. A person holding such a post should provide such statement to the Chief Executive Officer. The function in question cannot be performed unless there are compelling reasons to do so and, if this is the case, those compelling reasons must be stated in writing and must be provided to the Chief Executive Officer.  C) A person holding such a post is required under the Ethics in Public Office Acts 1995 and 2001 to act in accordance with any guidelines or advice published or given by the Standards in Public Office Commission. Guidelines for public servants on compliance with the provisions of the Ethics in Public Office Acts 1995 and 2001 are available on the Standards Commission’s website <http://www.sipo.gov.ie/> |

1. A template SSSS and guidelines are available on the National Health and Safety Function/H&S web-pages [↑](#footnote-ref-1)
2. See link on health and safety web-pages to latest Incident Management Policy [↑](#footnote-ref-2)