



Feidhmeannacht na Seirbhíse Sláinte
Health Service Executive

Lead NCHD Handbook 2023/2024



NATIONAL
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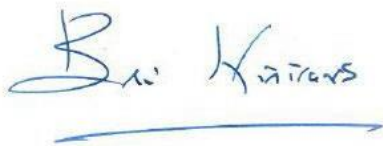
1. Welcome and Thank You for Taking on the Role

Dear Lead NCHD

Congratulations on your new role as Lead NCHD. This role is one of a range of initiatives that has been taken nationally to improve NCHD recruitment and retention in the Irish public health system. NCHDs form an essential component of the Irish public healthcare system and offer a highly valuable insight into the management and leadership of our Hospitals. Over the tenure of your appointment you will provide a formal link at management level between the NCHD cohort and management structures on your site.

The role is a recommendation from the MacCraith Report, and is critical to two way communications between NCHDs and the management structures in hospitals/mental health services around the country, which benefits NCHDs and patients.

Our ambition at NDTP, as outlined in our 2022-2027 strategic plan, is to support and promote the development of initiatives that place a high value on training excellence and facilitate career development for our doctors to meet future healthcare needs. We feel that the on-going investment in the NDTP Lead NCHD programme is a key part of this commitment, to develop our clinical leaders of the future. We hope you find this role rewarding and fulfilling and we look forward to working with you over the coming months.

A handwritten signature in blue ink, reading "Dr. Kinirons", with a horizontal line underneath.

Dr Brian Kinirons

Director

HSE - National Doctors Training & Planning

2. Welcome from Clinical Site CEO / General Manager/ Head of Mental Health

Sample text/Template letter that Clinical sites may wish to use as a welcome to the role from their CEO/General Manager. Can be edited as deemed necessary by the site.

TEMPLATE LETTER:

Dear Lead NCHD

As CEO/General Manager/Chief Officer it gives me great pleasure to welcome you to **<insert name of clinical site>**. I wish you every success in your position as Lead NCHD. This role is fundamental in providing an important link between your NCHD colleagues and Hospital/Mental Health Service Management.

Your decision to take on this role is an important one in terms of your career development and management experience. I do hope you enjoy your time as Lead NCHD and find it productive and beneficial to you and your colleagues. I can assure you of my ongoing support to this important initiative and look forward to working with you on key projects over the coming months.

Insert name>

Chief Executive Officer / General Manager / Chief Officer

<Insert site name>

3. Lead NCHD Job Description

Background and Context

The Lead NCHD initiative is one of a range of initiatives taken at national level to improve NCHD recruitment and retention in the Irish public health system. Its introduction was welcomed by the Strategic Review of Medical Training and Career Structure ('MacCraith Report') which was established in 2013 by the Minister for Health and chaired by Professor Brian MacCraith to address the challenge of doctor recruitment and retention. The 'MacCraith Report' recommended that structured communication arrangements should be established for trainees, including engaging trainees in solutions for patient care. The report recognised the Lead NCHD initiative as having the potential to assist with these communication arrangements.

The Lead NCHD initiative is a response to the historic deficit in NCHD representation at executive level in Irish hospitals / mental health services and is a means of contributing to the improvement of NCHD welfare and working conditions. This initiative is implemented by HSE – National Doctors Training & Planning (NDTP) Funding for the initiative is provided by HSE – NDTP. The initiative has been welcomed by the Department of Health, the Medical Council, and the Joint HSE/Forum of Irish

Postgraduate Medical Training Bodies, the Clinical Director/Clinical Programme Steering Group, the Forum Trainee Subcommittee and the Irish Medical Organisation (IMO).

The initiative was piloted by the HSE in January 2014 in five hospitals. Following a review of the pilot programme the Lead NCHD Initiative was rolled out nationally in 2015. Today, there are lead NCHDs across 32 acute hospitals, and the Community Health Organisations (CHOs), with approximately 90 leads in total. The Lead NCHD is not a specialty specific role (however CHOs currently appoint mental health and GP leads) and does not serve as a direct link to training requirements or training specific needs.

National Level Structures to Support the Lead NCHD Initiative

The HSE supports the Lead NCHD initiative at national level, through both National Doctors Training & Planning. Each year two workshops are organised for the cohort of Lead NCHDs to support them in taking on the role and to provide an opportunity for the Lead NCHDs to meet each other. In 2015 a memo issued from National HR regarding development and support of the Lead NCHD role which includes provision for **4 hours per week protected time**. The HSE aims to support the Lead NCHDs in developing consistency in the application of the role across the various clinical sites and to facilitate continuity as the role passes from one NCHD to another. In an effort to do this a Lead NCHD Handbook will be available to each new Lead NCHD. The handbook contains a mix of both national and site specific information to assist the Lead NCHD getting up and running in their new role. As the initiative continues to evolve the HSE will seek ways to strengthen and embed the role further in conjunction with the Lead NCHDs and the clinical sites.

National Lead NCHD

The appointment by the HSE of a National Lead NCHD since July 2016 is an additional support for the Lead NCHD cohort each year. The Fellow is employed directly as a member of the NDTP team for the duration of the Fellowship and works in collaboration with all relevant stakeholders to strengthen current initiatives and develop additional initiatives to further embed the Lead NCHD role in clinical sites around the country. NDTP have appointed two National Leads for the 2023/24 training year: Dr Sean Casey and Dr Daniel Creegan, who can be contacted at nl.nchd@hse.ie.

Reporting Relationship at Hospital / Mental Health Service Level

The Lead NCHD will report to the Lead (Executive¹) Clinical Director/nominated Clinical Director in their hospital/mental health service. The Lead (Executive) Clinical Director/nominated Clinical Director and the Lead NCHD should meet regularly at agreed intervals e.g. fortnightly to discuss matters of mutual interest, progress joint initiatives and to ensure that the Lead NCHD is aware of, and has an opportunity to input into issues being discussed at the clinical site that are of relevance to and/or affect NCHDs.

Key Working Relationships

¹ In mental health services the role is titled 'Executive Clinical Director'

In the execution of the role, the Lead NCHD will, as required, be supported by and engage with:

- NCHD Committee
- CEO / General Manager / Chief Officer
- Chief Operating Officer / Head of Mental Health
- Clinical Directors/ECDs
- HR Director
- Medical Manpower Manager
- Hospital / Mental Health Service Executive Management Team
- Nursing Representatives
- Nursing Management
- Health and Social Care Professional Representatives
- Other Senior Management
- NDTP Training leads (where available)
- Group Clinical Director of Education and Training (where available)
- NCHD Reps (CHOs)
- Community Healthcare Network Manager (GP Leads)

Purpose of the Role

The role of the Lead NCHD is to provide a formal link at management level between the relevant NCHD cohort, NCHD Committee and the clinical directorate/hospital/mental health service management structure, thereby enabling a structured, continuous two-way flow of engagement and communication between management and NCHDs. The Lead NCHD role should help to integrate NCHDs within their clinical site and improve the employment experience of NCHDs. The Lead NCHD role should facilitate enhanced communication between NCHDs and hospital/mental health service management in a way that provides NCHDs, through the Lead NCHD with an opportunity to participate in discussions and decision making regarding; matters that affect NCHDs, the day-to-day running of hospitals/mental health services, and solutions/improvements to enhance patient care.

Work Programme

Following their appointment, the Lead NCHD should meet with the Hospital CEO / General Manager / Head of Mental Health and the Lead (Executive) Clinical Director / nominated Clinical Director to agree the work programme for their tenure as Lead NCHD. This may include a number of objective(s) to be achieved, agreement as to how the objectives will be progressed and provide a means of tracking progress towards their achievement which can be reviewed at intervals as agreed.

Principal Duties & Responsibilities

The Lead NCHD role encompasses the following key elements:

- When interacting with hospital management act on behalf of all NCHDs, both training and non-training, within the clinical directorate structure,
(Note: this is not an industrial relations role - industrial relations matters will continue to be progressed via existing mechanisms);

- Organise regular meetings with the Clinical Director(s) and Medical Manpower Manager to discuss issues pertinent to NCHDs including; NCHD welfare, training provision and access, EWTD, any executive decisions affecting NCHDs and individual/group grievances;
- Regularly attend the hospital executive management team meetings and participate in discussions and decision making regarding; the day-to-day running of the hospital, solutions/improvements to enhance patient care and matters of importance to NCHDs;
- Attend or nominate other NCHDs to attend key meetings and hospital committees such as;
 - Hospital Executive
 - Medical Board/Medical Executive
 - Clinical Directors Meeting
 - Physicians Sub-Group
 - Surgical Sub-Group
 - EWTD
 - Bed Management
 - Infection Prevention and Control
 - Drugs and Therapeutics
 - Audit Committee Quality and Patient Safety
 - Other meetings as appropriate such as: Quality, Risk, HIQA
- Where appropriate attend hospital inspections such as accreditation, college, Medical Council inspections;
- Chair the NCHD Committee;
- Work in conjunction with NCHDs and the NCHD Committee at all times;
- Consider nomination of directorate specific NCHDs if these are currently not nominated and meet with these regularly for the purposes of directorate integration and improved flow of information;
- Meet NCHDs within their hospital or directorate in a regular and structured fashion to inform and be informed of all issues pertinent to NCHDs;
- In conjunction with NCHDs contribute to the organisation and implementation of EWTD-compliant rotas;
- Advise on workloads and appropriate allocation of NCHD posts and tasks;
- Liaise with the CEO, Chief Operating Officer, HR Director, Medical Manpower Manager and other Senior Management as required;
- Liaise with relevant medical departments and with individual consultants as required; and
- Liaise with health and social care professional representatives and nursing management representatives, on any matters of joint interest, including transfer of elements of NCHD workload, and support for NCHDs on-call.

Requirements of Lead NCHD to Engage with National Initiatives

Each Lead NCHD is required to:

- Contribute to the wider Lead NCHD initiative, through participation in the National Lead NCHD Committee and attendance at the National Lead NCHD workshops, these are currently a mix of virtual and face to face workshops. The first of which will be scheduled for September 2023 and encompass the 2023 Lead NCHD Awards.
- Provide feedback as requested by the National Lead and NDTP;
- Roll out an improvement initiative for NCHDs;

- Interact and engage with the National Lead NCHD/NDTP Fellow; and
- Promote continuity of the Lead NCHD role on their site by facilitating a smooth transition and handover to the incoming Lead NCHD.

Educational Fund

In acknowledgement of the work associated with the Lead NCHD role and with a view to supporting same from an educational perspective, each Lead NCHD will have access to an educational fund to undertake an academic qualification in Management and/or Leadership Skills in the Republic of Ireland. Funding up to €2,500 will be provided for a lead in position for 1 year and €1,250 for a lead in position for 6 months.

Please Note: It is the responsibility of each Lead NCHD to ensure they engage with the National Lead to determine course suitability for this funding in advance of registration.

Eligibility to Compete

- Be employed as an SHO, Registrar, Specialist Registrar or Senior Registrar, with an NCHD contract and an appropriate clinical commitment in the relevant hospital/mental health service for the period 2023/2024;
- If not already a member of the NCHD Committee, be appointed automatically to same once appointed to the Lead NCHD role. The Lead NCHD should Chair the NCHD Committee;
- Demonstrate a successful track record in engaging and contributing positively to change programmes;
- Demonstrate a commitment to participation in and delivery of training;
- Experience of engaging with and working with a range of stakeholders including NCHD colleagues; and
- Possess the requisite knowledge, skills and attributes to develop this new role within the health service and the capacity to discharge the principle duties and responsibilities associated with the role.

4. Lead NCHD Networking

The HSE is working to support all Lead NCHDs around the country and recognises the value of Lead NCHDs networking with each other. To support this, the NDTP have organized an introduction and induction day in **Dublin in September 2023** for the incoming and outgoing lead NCHDs. The workshop will provide a valuable opportunity for Lead NCHDs to meet each other, and to share experiences and learning from across their clinical sites. All Lead NCHDs should make every effort to attend.

Dates for further workshops will be communicated to each cohort of Lead NCHDs.

We would encourage Lead NCHDs to make contact with each other and to network and communicate regularly. Please feel free to contact us in NDTP if you have suggestions about this or if we can assist you.

Yvonne McGowan
Business Manager
National Doctors Training & Planning
Yvonne.mcgowan@hse.ie

Dr Jennifer Finnegan
National Lead NCHD Fellow
National Doctors Training & Planning
nl.nchd@hse.ie

5. Lead NCHD Awards

In 2016 NDTP and QID introduced the Lead NCHD Awards. The purpose of these awards is to acknowledge the work undertaken by Lead NCHDs during the course of their tenure on their clinical site.

Lead NCHDs will be provided with details of the awards, the application process, guidelines for entry and closing dates on an annual basis.

7. Local Induction Programme for Lead NCHD

MMM² at a local level to provide details here.

² CHO HR Manager in Mental Health Services

8. Update / Handover from Outgoing Lead NCHD

To be complete by current Lead NCHD

Projects / Initiatives

Outline details of projects and initiatives that have been completed and are on-going and in particular successful initiatives to be continued.

Project Title	Project Objectives	Project Lead	Key Stakeholders / Contacts	Current Status (complete / in progress) (Including details of paperwork/ file storage etc...)

Meetings/Committees attended by Lead NCHD

Meeting/Committee Title	Frequency / Dates if available	Meeting / Committee Chair/Lead Contact Details	Summary of role of Lead NCHD at this meeting/on this committee

Any other details if applicable

Provide details on particular challenges / important hot topics on the particular site and any other details you may feel will be useful to the incoming Lead NCHD.

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9. Template for Introductory Email for Site to use to introduce the Lead NCHD

It is envisaged that the Medical Manpower Manager/ Head of Mental Health would notify key stakeholders on their sites of the newly appointed Lead NCHD on an annual basis. The following email template may be of assistance for this:

Dear Colleagues

The role of the Lead NCHD is an initiative taken nationally to improve NCHD recruitment and retention in the Irish public health system. NCHDs form an essential component of the Irish public healthcare system and this post provides for a formal link at management level between the NCHD cohort and management structures on site.

<Insert Lead NCHD name> has taken up the role of Lead NCHD from **<insert date>**.

Contact details are as follows:

Email:

Telephone:

Reporting to **<insert name of Lead (Executive) Clinical Director>**, Lead (Executive) Clinical Director/nominated Clinical Director, it is envisaged that the Lead NCHD will represent all NCHDs within the (executive) clinical directorate structure, in their interaction with the (executive) clinical directorate structure and hospital / mental health service management.

I look forward to **<Lead NCHDs name>**'s participation in various management meetings and on committees to discuss matters pertinent to **his/her** NCHD colleagues.

Please join me in welcoming **<Lead NCHD name>** and I have assured **him/her** of the Hospital's continued support over the course of **his/her** tenure in this role.

Yours sincerely

<Insert name of Medical Manpower manager>/ Head of Mental Health
Medical Manpower Manager

10. Clinical Site Organisational Structure

Local HOMH/ECD³ to insert copy of organisational chart

³ In Mental Health Services include Section 38 organisations with NCHDs

11. Contact Information for Clinical Site Management Team

Local MMM/HOMH to insert contact information for clinical site management team

Job Title	Name	Telephone	Email
Medical Manpower Manager / HOMH			
Medical HR Team			
CEO/General Manager/Chief Officer			
Lead (Executive) ¹ Clinical Director			
Other Clinical Directors			
Clinical Directorate Team (ADON/Business Manager)			
(Area Director of Nursing			
Chief Operations Officer			
Finance Director			
HR Director			
ICT Director			
Clinical Services Manager			
Support Services Manager			
Other relevant members of Hospital management team			
Lead NCHDs in local acute hospital/s ³			
Section 38 Agencies			
Name:			
CEO			
Clinical Director			

¹ Head of Mental Health

² Applies to those Leads in CHOs.

12. NCHD Committee

To be completed locally by Hospital / Mental Health Service and outgoing Lead NCHD:

Details of names & contact details of NCHD committee

Meeting dates & Venues

Copies of previous agendas & minutes.

13. Dates & Venues of Committee Meetings for Lead NCHD

To be completed locally by Hospital / outgoing Lead NCHD:

Examples of meetings may include the following:

- *Hospital/Mental Health Service Executive*
- *Medical Board/Medical Executive*
- *Clinical Directors Meeting*
- *Physicians Sub-Group / Cogwheel*
- *Surgical Sub-Group / Cogwheel*
- *EWTD*
- *Bed Management*
- *Infection Prevention and Control*
- *Drugs and Therapeutics*
- *Audit Committee*
- *Quality and Patient Safety*
- *Other meetings as appropriate such as: Quality, Risk, HIQA*
- *Drugs and Therapeutics*
- *Quality & Patient Safety*
- *Audit Committee*
- *Meetings re: Quality, Risk, HIQA*
- *Approved Centre Policy Committee*
- *Lead NCHD - MHS* ☐ *Lead NCHD - Acute Hospitals* ☐ *Any other relevant committees.*

14. IT / Email Access

To be completed locally by Hospital / Mental Health Service and previous Lead NCHD

Details of username & password for Lead NCHD email account

Is there a Lead NCHD folder set up on a drive in the hospital/mental health service network and how to access?

Details for any WhatsApp or similar group mailings lists used by NCHDs on the clinical Site.

15. Induction dates for the clinical site

Details to be provided locally by Hospital/Mental Health Service site.

16 Hospital Groups

Public Hospitals nationally are organised into seven Hospital Groups as follows:

Ireland East Hospitals Group

Academic Partner: UCD

CEO: Mary Day

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

Dublin Midlands Hospitals Group

Academic Partner: TCD

CEO: Trevor O'Callaghan

St James's Hospital
St. Luke's Radiation Oncology Network
The Adelaide & Meath Hospital, Dublin
Midlands Regional Hospital, Tullamore
Naas General Hospital
Midlands Regional Hospital Portlaoise
The Coombe Women & Infant University Hospital

South/South West Hospitals Group

Academic Partner: UCC

CEO: Gerard O'Callaghan

Cork University Hospital/CUMH
University Hospital Waterford
Kerry General Hospital
Mercy University Hospital
South Tipperary General Hospital
South Infirmary Victoria University Hospital
Bantry General Hospital
Mallow General Hospital
Orthopaedic Hospital, Kilcreene

Children's Hospital Group

CEO: Eilis Hardiman

CHI at Crumlin
CHI at Temple St
CHI at Tallaght
CHI at Connolly

RCSI Hospitals, Dublin North East

Academic Partner: RCSI

CEO: Ian Carter

Beaumont Hospital
Our Lady of Lourdes Hospital, Drogheda
Connolly Hospital
Cavan General Hospital
Rotunda Hospital
Louth County Hospital
Monaghan Hospital

University of Limerick Hospitals

Academic Partner: UL

CEO: Colette Cowan

University Hospital Limerick,
University Maternity Hospital Limerick
Ennis General Hospital
Nenagh General Hospital
Croom Hospital
St. John's Hospital

Saolta Hospital Group

Academic Partner: NUIG

CEO: Tony Canavan

University Hospital Galway
Merlin Park University Hospital
Sligo University Hospital
Letterkenny General Hospital
Mayo General Hospital
Portiuncula University Hospital
Roscommon University Hospital

17 Resources for Lead NCHDs

17.1 Advice on how to set up and run a committee

The success of a committee stems from how it is organised. It is essential that the committee has a clear purpose with a reasonable set of goals/terms of reference. This focuses the work of the committee paving the path for its success. Terms of reference should summarise the purpose of the committee, its composition and specific duties of the committee.

Membership of committee should be carefully considered. Members should be knowledgeable in the area of responsibility and should be a diverse group who will bring different perspectives and have an interest in the overall purpose of the committee. To enhance the effectiveness of a committee it is important that any new members are orientated appropriately into the committee. Members need to be receptive and open to new ideas and other people's opinions. It is important that committee colleagues are treated with respect, listen to one another and work cooperatively even in the face of disagreement.

The chair/leader of a committee plays an important role in ensuring discussions remain within the terms of reference of the committee and remain focused. They ensure that there is participation in the meetings and encourage discussion to flow. An effective chair of a committee should be a good leader of both people and processes with the ability of guiding committee members to accomplish tasks in a timely fashion.

Committee chairs are responsible for preparing agendas for a meeting, assigning responsibilities to committee members and following up to ensure work is being done. It is important that ground rules are set such as meetings start and end as scheduled, an agenda is followed, mobile phones are turned off etc. See suggested ground rules for meetings below. Members should receive an agenda and any supporting documentation well in advance of the meeting. Minutes of meetings should be recorded. They should outline the decisions/ accomplishments and any action points should be clear. This includes who is responsible for follow up and the timeframe for follow up. See below sample agenda and minute templates. Productive meetings are where healthy discussions take place, clear decisions are taken and progress from the previous meeting can be demonstrated.

17.2 Suggested Ground Rules for Meetings

Agreeing a set of ground rules for how a committee will operate can be a useful way of ensuring that meetings run effectively and are of value to attendees. Below are some suggested ground rules:

- Start and finish meetings on time
- Be open to hearing other people's perspectives and new ideas
- Do not interrupt others while they are speaking
- Arrive on time
- Come prepared and ready to contribute
- Be honest
- Pay attention and show respect
- Give everyone a chance to speak, don't monopolise the time
- Do not carry on sidebar conversations
- Say what you think during the meeting and not afterwards
- Respect confidentiality
- Silence means agreement
- Ask questions

- Decisions and action items will be captured
- Owners will assigned to actions and timeframes identified to complete actions
- Agendas will be prepared and circulated in advance
- Minutes will be taken and approved by the group

Sources:

5 Steps to More Productive Meetings... The Ground Rules. Available at: <http://joeypauley.com/5-steps-productivemeetings-ground-rules/>

The Fundamentals of Effective Meetings and Facilitation Skills. Available at: <http://slideplayer.com/slide/219636/>

How to Use Meeting Ground Rules to Shape Behaviour and Improve Performance. Available at: <https://intelliven.com/how-to-use-meeting-ground-rules-to-shape-behavior-and-improve-performance/>

17.3 Sample Agenda

NAME OF COMMITTEE

<Date, Date> at <Time> in

<Venue>

Agenda

Minutes of the Previous Meeting <Date>

Matters Arising from the Minutes

Item 1

Item 2 etc.

Any other business

Date of Next Meeting

17.4 Sample Minutes Template 1

Agenda Item	Discussion	Action agreed	Person Responsible	Timeframe	Other Comments
1. Minutes of previous meeting					
2. Matters arising from previous minutes					
3. Item 1					
4. Item 2					
5. Any Other Business					

17.5 Sample Minutes Template 2

Minutes of meeting of <insert committee name>

<Date>, <Time>

<Venue>

Attendees:

Apologies:

Minutes of the Previous Meeting on <date>

Matters arising from previous minutes

Item 1

Item 2

Item 3 etc

Any Other Business

Next meeting:

<insert date time & venue>

17.6 Feedback and Suggestions

Feedback and suggestions about the content for the Lead NCHD Handbook can be directed to Yvonne McGowan and Jennifer Finnegan at:

Yvonne McGowan
Business Manager
National Doctors Training & Planning
Yvonne.mcgowan@hse.ie

Dr Jennifer Finnegan
National Lead NCHD Fellow
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