



**Business Intelligence Unit -General Manager**

**Saolta University Health Care Group**

**Job Specification & Terms and Conditions**

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| **Job Title and Grade** | Business Intelligence Unit -General Manager  Grade Code 0041 |
| **Campaign**  **Reference Number** | SG163BIUGM |
| **Closing Date** | 10.00am on 23rd May 2022 |
| **Proposed Interview date(s)** | Due to the urgent requirement of this post, interviews will take place as soon as possible once the closing date has passed. This means that you may be called forward for interview at very short notice. |
| **Taking up Appointment** | A start date will be agreed at job offer stage and an immediate start date will be required following offer of appointment. |
| **Location of Post** | This Regional Post will cover the Saolta University Health Care Group. Requirement for successful candidate to attend GUH up to 3 days per week.  Current vacancy available is temporary full time for 2 years.  A panel may be created from which temporary specified purpose vacancies of full or part time duration may be filled. |
| **Informal Enquiries** | Ann Cosgrove, Chief Operating Officer, Saolta University Health Care Group  email [ann.cosgrove@hse.ie](mailto:ann.cosgrove@hse.ie) **or**  Jo Shortt, Portfolio Lead, Saolta University Health Care Group  email [jo.short@hse.ie](mailto:jo.short@hse.ie) |
| **Details of Service** | The Saolta University Health Care Group provides acute and specialist hospital services to the West and North West of Ireland – counties Galway, Mayo, Roscommon, Sligo, Leitrim, Donegal and adjoining counties.  The Group comprises 6 hospitals across 8 sites:   * [Letterkenny University Hospital (LUH)](https://saolta.ie/hospital/letterkenny-university-hospital) * [Mayo University Hospital (MUH)](https://saolta.ie/hospital/mayo-university-hospital) * [Portiuncula University Hospital (PUH)](https://saolta.ie/hospital/portiuncula-university-hospital) * [Roscommon University Hospital (RUH)](https://saolta.ie/hospital/Roscommon%20University%20Hospital) * [Sligo University Hospital (SUH)](https://saolta.ie/hospital/sligo-university-hospital) incorporating Our Ladies Hospital Manorhamilton (OLHM) * Galway University Hospitals (GUH) incorporating [University Hospital Galway (UHG)](https://saolta.ie/hospital/university-hospital-galway) and Merlin Park University Hospital   The Group works in partnership with CHO1 and CH West in the integrated delivery of services to the regional population.  The Group's Academic Partner is NUI Galway.  The Saolta Group’s region covers one third of the land mass of Ireland, it provides health care to a population of 830,000, employs in excess of 10,000 employees, and has a budget in excess of €800 million.  The Group provides a range of high quality services for the catchment areas it serves and GUH is a designated supra-regional cancer service provider meeting the needs of all the counties along Western seaboard and towards the midlands from Donegal to North Tipperary.    Saolta University Health Care Group aims to meet its service plan targets. Its priority is to implement the national Clinical Care programmes across the Group and establish a performance management culture with the development of Key Performance Indicators.  **Vision**  Our vision is to be a leading academic Hospital Group providing excellent integrated patient-centred care delivered by skilled caring staff.  **Saolta Guiding Principles**  Care - Compassion - Trust - Learning  Our guiding principles are to work in partnership with patients and other healthcare providers across the continuum of care to:   * Deliver high quality, safe, timely and equitable patient care by developing and ensuring sustainable clinical services to meet the needs of our population. * Deliver integrated services across the Saolta Group Hospitals, with clear lines of responsibility, accountability and authority, whilst maintaining individual hospital site integrity. * Continue to develop and improve our clinical services supported by education, research and innovation, in partnership with NUI Galway and other academic partners. * Recruit, retain and develop highly-skilled multidisciplinary teams through support, engagement and empowerment.   **Saolta Strategy 2019-2023**  We have developed a five year strategy which outlines the vision and framework for the Group’s strategic development from 2019 to 2023.  We are committed to ensuring that our patients are at the centre of all service design, development and delivery. Over the five years of the strategy we will further develop our services, both clinical and organisational based around seven key themes: Quality and Patient Safety; Patient Access; Governance and Integration; Skilled Caring Staff; Education Research and Innovation; eHealth and Infrastructure. These will be our key areas of focus to enable us to meet the future needs of our patients.  We continue to work very closely with our colleagues in the community both Community Healthcare West and Community Health Organisation 1 in the North West to deliver more streamlined care to our patients in line with the national focus of bringing services closer to patients.  While the tertiary referral centre for the Group is University Hospital Galway, it is essential that all our hospitals work more closely together in delivering services to address the challenges facing us across our region.  A key theme of our 5 year strategy is the development of Managed Clinical and Academic Networks (MCANs).  These networks will ensure that specialities in individual hospitals will no longer work in isolation but as a networked team which will improve clinical quality and patient safety. It will also support collective learning/sharing of expertise and will be supported by education, training, research and audit programmes. It will result in safer, standardised and more sustainable services for our patients.  **Establishing a Groupwide Business Intelligence Unit**  The need for timely and accurate performance information and analysis is well accepted in healthcare. Data is critical in supporting management, decision making, informing service delivery and improvement at a specialty/department, hospital and group.  This General Manager Post will take the lead role in establishing a Group Wide Business Intelligence Unit (BIU) that will further develop, standardise and improve the capture and reporting of management information to enhance the delivery of services. It will provide a central repository for hospital activity and performance information, providing timely, comprehensive and consistent reports, enabling Saolta staff and managers to make decisions, increase service efficiency and effectiveness.  The BIU will underpin the performance and accountability framework for both hospitals and Directorates/MCANs |
| **Mission Statement** | Patients are at the heart of everything we do. Our mission is to provide high quality and equitable services for all by delivering care based on excellence in clinical practice, teaching, and research, grounded in kindness, compassion and respect, whilst developing our staff and becoming a model employer.  **OUR GUIDING VALUES**  **Respect** - We are an organisation where privacy, dignity, and individual needs are respected, where staff are valued, supported and involved in decision-making, and where diversity is celebrated, recognising that working in a respectful environment will enable us to achieve more.  **Compassion** - we treat patients and family members with dignity, sensitivity and empathy.  **Kindness** - whilst we develop our organisation as a business, we will remember it is a service, and treat our patients and each other with kindness and humanity.  **Quality** – we seek continuous quality improvement in all we do, through creativity, innovation, education and research.  **Learning** - we nurture and encourage lifelong learning and continuous improvement, attracting, developing and retaining high quality staff, enabling them to fulfil their potential.  **Integrity** - through our governance arrangements and our value system, we will ensure all of our services are transparent, trustworthy and reliable and delivered to the highest ethical standards, taking responsibility and accountability for our actions.  **Team working** – we engage and empower our staff, sharing best practice and strengthening relationships with our partners and patients to achieve our Mission.  **Communication** - we communicate with patients, the public, our staff and stakeholders, empowering them to actively participate in all aspects of the service, encouraging inclusiveness, openness, and accountability.  *These Values shape our strategy to create an organisational culture and ethos to deliver high quality and safe services for all we serve and that staff are rightly proud of.* |
| **Reporting Relationship** | The post holder will report to Saolta Group Chief Operations Officer.  There will be close working relationships with the E-Health Director, IT Managers and Management Information Staff across the Saolta Group Hospitals.  There will be a close working relationship with the Group Management Team of the Hospital Group Clinical Directorates/MCANs, Hospital/General Managers and others. |
| **Purpose of the Post** | The purpose of the BIU General Manager role is to establish a Business Intelligence Unit across the Saolta Group that will further develop, standardise and improve the capture and reporting of management information to support and enhance delivery of services.  This role may further develop with the evolution of Regional Health Areas and hold a wider remit in that context. |
| **Principal Duties and Responsibilities** | * The post holder will support the principle that care of the patient comes first at all times and will approach their work with the flexibility and enthusiasm necessary to make this principle a reality for every patient to the greatest possible degree * Maintain throughout the Group’s awareness of the primacy of the patient in relation to all hospital activities. * Performance management systems are part of the role and you will be required to participate in the Group’s performance management programme * To act as spokesperson for the organisation as required * Demonstrate pro-active commitment to all communications with internal and external stakeholders.   **General Management**   * Responsible for establishing the Saolta BIU and management of allocated resources. * Establish a process whereby data from all hospitals is collated and reported centrally. * Work closely with regional/national stakeholders such as national BIU and other bodies (e.g. NQAIS, SDU, etc). as well as management information staff from each of the Saolta group hospitals. * Act as group wide lead (working closely with other departments such as HR, Finance, QPS and HIPE) to develop a fully integrated approach across the hospital group in performance management reporting and provision of national data. * Ensure that the BIU fully aligns with national BIU/ other departments that require data submitted by the group. * Develop and maintain a suite of performance reports with group-wide controlled access to performance information, enable drilling down to departmental and speciality levels. * Conduct a needs assessment to include:   + Audit of current resources, tools and regular reporting undertaken at each site to include a skills needs assessment and gap analysis   + Identification of national and local management information requirements.   + Development of an agreed target operating model (TOM) to include the proposed resources and governance structures required to meet the future group and service requirements.   + Recommendations as to software required by the BIU with development of business case as required.   + A phased proposal and implementation plan for the further development of the BIU to incorporate the role of data analysts to support data interrogation to highlight performance issues and support management decisions. * Act as the single point of contact for all Group Wide data and performance reporting requirements (both internal and external reporting) to ensure consistency of source and output. This will include coordination in relation to clinical data reporting (e.g. NQAIS, NOCA etc) * Develop mechanisms (working closely with E Health Director /Chief Operating Officer and others) to increase the availability of management information across the Saolta Group ensuring that this is user friendly, timely and accurate. * Develop and maintain a clear and comprehensive Saolta Group Data Dictionary, aligned to national data definitions. * Establish a groupwide data Quality Committee to ensure the standardisation of data capture and reporting. * Respond to ad-hoc requests for information or datasets where required. * Develop plans to future-proof the use of data across the organisation. This would include processes (such as the development of reporting data sets to support Activity Based Funding and business case development) and technology (such as a roadmap for systems and software to support an effective BIU, that would need to be agreed with the group e-Health Director, when appointed, and the Chief Operating Officer). * Work in collaboration with hospital Management Information Leads, ensure the implementation of policies, procedures, protocol and guidelines (PPPGs) to standardised data capture and reporting. * Represent the Saolta Group at national fora * Ensure the service delivered is responsive, meets qualitative and quantitative standards * Accountable for operational performance and quality of care delivered across BIU. * Manage and promote clear communication with internal/ external stakeholders as required to ensure the efficient running of the BIU * Manage all resources efficiently and effectively within allocated budget * Lead and implement change as required * Ensure adherence to national and local policies such as GDPR and others. * Contribute to the successful implementation and delivery of key national programmes into Saolta/Community Healthcare West/Community Healthcare Organisation 1 such as Enhanced Community Services (ECC)   **People Management**   * Develop a workforce plan to ensure that the BIU meets service needs * Provide staff with appropriate leadership and support * Responsibility for compliance with current and emerging factors related to workplace health and safety * Ensure all pay returns and records are maintained * Provide the necessary supervision, co-ordination and deployment of staff to ensure the optimum delivery of service * Provide staff leadership and motivation which is conducive to good working relations and work performance * Promote a culture that values diversity and respect in the workplace * Manage communication of the BIU to facilitate team building.   **Education, Training & Development**   * Accountable for ensuring all staff have completed relevant mandatory training prior to commencing their role * Provide all staff with appropriate opportunities to access training to undertake their job satisfactorily * Accountable for the development and delivery of induction, education, training and development programmes for allocated staff. * Engage in performance review processes as required * Maintains own learning and development as relevant to the work of the Business Intelligence Unit.   **Risk Management, Infection Control, Hygiene Services and Health & Safety**   * Ensure that effective safety procedures are developed and adhered to in order to comply with statutory obligations, in conjunction with relevant staff e.g. COVID-19 health and safety procedures emergency procedures in line with Public Health Guidelines across all vaccination sites * Observe, report and take appropriate action on any matter which may be detrimental to staff and/ or vaccine recipient care or wellbeing/ may be inhibiting the efficient provision of the Vaccination Service (familiarity with HSE Incident Management Framework, 2018; Data Protection Act, 2018) * Ensure adherence to national and local agreed policy in the completion of incident/ near miss forms/ clinical risk reporting in accordance with HSE policies * Have a working knowledge of the Health Information and Quality Authority (HIQA) Standards as they apply to the role for example: Safety, Health and Welfare at Work Act 2005, Health and Social Care Act 2008: code of practice on the prevention and control of infections, Standards for 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 as appropriate to the role * Support, promote and actively participate in the sustainable energy, water and waste initiatives to create a more sustainable, low carbon and efficient health service.   **The above job specification 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** | * Eligible candidates are those who on closing date for applications: - * Hold a qualification relevant to the role at a minimum of degree level   AND   * Demonstrated experience of drawing insights from activity and audit reports in a healthcare setting. Using those insights to identify improvements, deliver them then review their effectiveness as relevant to the role.   AND   * Experience of managing and working collaboratively with multiple internal and external stakeholders, as relevant to the role   AND   * Experience in team management and development as relevant to the role   AND   * Experience in data management and reporting systems as relevant to the role   AND   * A track record of establishing and leading on the development of initiatives, from concepts to programmes plans, on a cross-organisational and/or cross-functional basis, as relevant to the role   AND   * 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. |
| **Other requirements specific to the post** | Due to the nature of the work this role requires:   * Whilst initial assignment has been identified under location, flexibility to attend for work in varied locations across Saolta Hospitals will be required. * Access to appropriate transport to fulfil the requirements of the role, frequent travel may be required to off-site locations * Flexibility in relation to working hours to fulfil the requirements of the role. |
| **Skills, competencies and/or knowledge** | **Professional Knowledge & Experience**  **Demonstrate:**   * Experience of planning and project management in a clinical setting to successfully deliver the agreed outputs, having full ownership of all stages of the project management cycle * Significant experience of working collaboratively with multiple stakeholders in delivering results * Significant experience of working within the area of Management Information, capture, reporting and use of data. * An understanding of Irish health services and HSE reform and the current key challenges and developments in the Health Service * Knowledge of government and HSE policy as it relates to the role, namely the National Vaccination Programme and related national policy * Detailed knowledge of the issues, developments and current thinking on best practice in relation to healthcare delivery, reform and change management * Strong writing skills with the ability to produce professional documents to publication standard * Excellent IT skills, with particular regards of Microsoft Office (Word, Excel, PowerPoint) and knowledge of relevant IT based project management systems.   **Critical Analysis & Decision Making**  **Demonstrate:**   * Ability to rapidly assimilate and analyse data and complex information, consider the impact of decisions before taking action; and anticipating challenges. Identify the range of options available and provide recommendations as appropriate * Ability to recognise when to involve other parties at the appropriate time and level to make balanced and timely recommendations and decisions * Ability to anticipate problems and identify risks, recognising when to involve other parties (at the appropriate time and level) * The ability to summarise and clearly set out in writing clear decisions/recommendations based on an analyse of complex evidence and information * Effective problem-solving capacity in complex work environments and with ability to develop new proposals and put forward solutions to address problems in a timely manner * The ability to think strategically, with strong analytical and judgement skills.   **Managing & Delivering Results (Operational Excellence)**  **Demonstrate:**   * A proven ability to prioritise, organise and schedule a wide variety of tasks and to manage competing demands; tight deadlines while consistently maintaining high standards and positive working relationships * Evidence of being able to take personal responsibility to initiate activities, deliver work to a high standard and through to a conclusion * Evidence of interest and passion in being part of a vehicle for change towards the ultimate delivery of better patient outcomes * Evidence of excellent planning and implementation skills including service planning, managing own work and that of others, delegating appropriately within the resources available * A capacity to negotiate and then ensure delivery on objectives * Strong focus on achieving high standards of excellence and measurement of performance * Evidence of effective planning and organising skills including awareness of resource management and importance of value for money.   **Leadership & Direction and Working with and Through others**  **Demonstrate:**   * Evidence of strong team work skills including the ability to build and maintain relationships and effectively manage conflicts in the furtherance of organisational goals in a complex multidisciplinary team/ multi-stakeholder environment * Evidence as an effective leader with an aptitude for strategic thinking who has led and organised change in a challenging and busy environment resulting in the delivery of excellent services and service outcomes including a track record of innovation / improvements * The ability to remain fully informed in a dynamic and challenging environment, while at the same time having a clear view of what changes are required and to lead, direct, negotiate effectively and influence multiple stakeholders to ensure buy-in to plans and their implementation * Understands the challenges of leading a complex change programme with significant technology, process, clinical change, interdependencies and HR challenges * Ability to set high standards for the team and put 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.   **Building and Maintaining Relationships – Communication**  **Demonstrate:**   * Effective communication skills including: the ability to present information in a clear and concise manner; the ability to facilitate and manage groups; the ability to give constructive feedback * Proven interpersonal skills to facilitate working effectively in teams, while having the ability to give constructive feedback.   **Personal Commitment and Motivation**  **Demonstrate:**   * Evidence of interest and passion in engaging with and delivering on better outcomes for service users * Be capable of coping with competing demands without a diminution in performance * Strong personal emphasis on achieving high standards of excellence and willingness to take personal responsibility to initiate activities and drive objectives through to a conclusion * Is self-motivated and shows a desire to continuously perform at a high level * A willingness to learn from experience and to identify opportunities to further grow and develop * Is driven by a value system compatible with the aims and ethos of the HSE. |
| **Campaign Specific Selection Process**  **Ranking/Shortlisting/ Interview** | A ranking and or short-listing exercise may be carried out on the basis of information supplied in your application form. The criteria for ranking and or short-listing 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.  Those successful at the ranking stage of this process (where applied) will be placed on an order of merit and will be called to interview in ‘bands’ depending on the service needs of the organisation. |
| **Code of Practice** | The Health Service Executive / Public Appointments Service 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.cpsa.ie](http://www.cpsa.ie) |
| The reform programme outlined for the Health Services may impact on this role and as structures change the job description may be reviewed.  This job description is a guide to the general range of duties assigned to the post holder. It is intended to be neither definitive nor restrictive and is subject to periodic review with the employee concerned. | |

**Business Intelligence Unit - General Manager**

**Terms and Conditions of Employment**

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| **Tenure** | The current temporary vacancy is initially for a 2 year period.  The post is pensionable. A panel may be created from which fixed term and 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.  Recruitment and appointment by the Health Service Executive is governed by the Health Act 2004 and the Public Service Management (Recruitment and Appointments) Act 2004 and Public Service Management (Recruitment and Appointments) Amendment Act 2013. |
| **Remuneration** | The salary scale for the post is: €74,090, €75,963, €78,926, €81,912, €84,874, €87,843, €90,799 (01/10/2021)  New appointees to any grade start at the minimum point of the scale. Incremental credit will be applied for recognised relevant service in Ireland and abroad (Department of Health Circular 2/2011). Incremental credit is normally granted on appointment, in respect of previous experience in the Civil Service, Local Authorities, Health Service and other Public Service Bodies and Statutory Agencies. |
| **Working Week** | The standard working week applying to the post is 37 hours per week.  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 this post will be notified at job offer stage. |
| **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 |
| **Age** | The Public Service Superannuation (Age of Retirement) Act, 2018\* set 70 years as the compulsory retirement age for public servants.  ***\* Public Servants not affected by this legislation:***  Public servants joining the public service, or re-joining the public service with a 26 week break in service, between 1 April 2004 and 31 December 2012 (new entrants) have no compulsory retirement age.  Public servants, joining the public service or re-joining the public service after a 26 week break, after 1 January 2013 are members of the Single Pension Scheme and have a compulsory retirement age of 70. |
| **Probation** | Every appointment of a person who is not already a permanent officer of the Health Service Executive or of a Local Authority shall be subject to a probationary period of 12 months as stipulated in the Department of Health Circular No.10/71. |
| **Ethics in Public Office 1995 and 2001**  **Positions remunerated at or above the minimum point of the Grade VIII salary scale (€74,090 as at 01.10.21)** | Positions remunerated at, or above, the minimum point of the Grade VIII salary scale €74,090 as at 01.10.21) 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/> |
| **Infection Control** | Have a working knowledge of Health Information and Quality Authority (HIQA) Standards as they apply to the role for example, Standards for 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 as appropriate to the role. |
| **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. |

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)