

Role Profile

Role Title	Grade VII Officer - Service Improvement Lead
Purpose of the Role	Working with key stakeholders, both internal and external, to assist and support the delivery of transformational change and continual service improvement in St. James's Hospital
Department/Directorate	Lean Transformation Office
Key Reports	Director of Lean Transformation
Key Direct Reports	N/A
Grade	Grade VII Officer
Salary Scale	€57,677 - €74,978 (LSI x 2)
Job Reference Number	000659
Enquiries To	Ms Fiona Keogan, Director of Lean Transformation; Phone: (01) 410 3320; Email: fkeogan@stjames.ie
Closing Date	Sunday, 8 th September 2024

Key Duties and Responsibilities

St. James's Hospital is developing a service improvement team to support both clinical and corporate functions in delivering excellent services, transforming operational management and maximising development opportunities to meet our patients' needs going forward.

We are building a solid foundation in process improvement, operational excellence, change management and data-driven decision making. The programme will train and facilitate our staff in process improvement and change management to give them the capability to execute positive change. By making service improvement part of ongoing operations and the responsibility of each staff member, we will ensure our staff focus on improving services every day.

The post holder will ensure Lean methodology is applied to the development and implementation of all nominated work streams in the SACC Directorate, working with stakeholders to identify opportunities to improve operational productivity and efficiency. The post holders will have responsibility for the effective planning, delivery and evaluation and will drive and support business and cultural changes. This is a leadership role which requires problem solving and implementing complex change.

The principal duties and responsibilities of the post are as follows:

Leadership and Performance Management

- Ensure effective involvement and engagement of key stakeholders from across the hospital to support and enhance successful delivery of transformational change.
- Ensure that service improvements are aligned strategic priorities.
- Drive the strategy for service improvement, supporting and ensuring alignment across the system. Ensure compliance with and rigorous application of relevant methodologies, processes and tools.
- Identify examples of national and international best practice and innovations in healthcare and support development of innovation and a shared learning culture.
- Maintain oversight of the progress of improvement programmes and provide evaluation as required. Ensure that workstreams are properly planned, communicated and progressed to enable successful delivery and sustainability.
- Manage conflict around changes required to deliver efficiencies and improvements, ensuring creative solutions for resolution.
- Provide a facilitative and inclusive leadership and management style establishing and maintaining productive, collaborative relations with internal and external stakeholders, with a focus on driving a positive cultural change that recognises and embraces the role of all staff.
- Promote a culture of high standards, expectations and continuous improvement that values and empowers staff and encourages team members to maximise their potential through continuous learning whilst challenging and dealing with underperformance.
- Role model appropriate leadership behaviours to support the vision of the role and liaise with external stakeholders as required.
- Participate and cooperate with legislative and regulatory requirements in relation to Health and Safety as outlined in the Safety, Health and Welfare Act 2005 and the Hospital Safety Statement.

Project and Quality Management

- Manage all aspects of programme/ workstream delivery through the full lifecycle from initiation to closure and ensure accuracy and consistent adherence to standards.
- Maintain own knowledge of relevant regulations, policies, procedures, guidelines and practices to perform the role effectively and to ensure standards are met by SIT.
- Pursue continuous professional development to develop expertise and professional knowledge.
- Ensure a consistent and high-quality approach, by building organisational competency and understanding.
- Remain up to date on relevant developments within the HSE, Midlands Hospital Group and Community Health Organisations.
- Facilitate training and coaching in Lean Methodology, A3 thinking, quality and process.
- Have data analytical skills, ensuring a focus on quality improvement, developing achievement trajectories and metrics to demonstrate improvement.

Communication and Relationships

- Build trust and understanding with all stakeholders and ensure highly effective communication to manage, motivate and influence multiple stakeholders.
- Work in partnership and support of others in creating a vision for transformational change.
- Facilitate interdisciplinary workshops and service improvement activities where there may be resistance to support effective implementation of change.
- Liaise with external mentors (including Technical Partners and TCD).

Risk, Issue, and Dependency Management

- Identify impediments and issues facing delivery and ensure that appropriate mitigation actions are in place that can include issues being escalated where required.
- Managing interdependencies with other programmes and organisational initiatives to ensure a coordinated delivery of change across the organisation.
- Ensure that risks are escalated appropriately and are resolved in a timely and effective manner.

Professional knowledge and experience

- Educated to degree level or other relevant experience within healthcare or similar organisation, ideally you should also have a qualification in service improvement tools and techniques, e.g. Lean, Six Sigma or equivalent relevant experience. You will have experience of working in an acute healthcare environment or similar organisation in a change environment and understand patient pathways and service delivery, developing effective relationships.
- Demonstrate on-going professional development and an understanding of clinical and corporate governance and risk management systems and processes.
- Demonstrate a detailed knowledge of the issues, developments and current thinking on best practice in relation to delivery of improvement and transformation.
- Provide knowledge, experience and insight of Irish and international health care and policy systems to look strategically at challenges and issues that may arise.

Working With and 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.
- 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.
- Have the ability to adapt to change and have a flexible approach to meet the demands of the role. You will be self-motivated and able to work on own initiative.

Critical Analysis and Decision Making

- The ability to think and act strategically and develop practical, innovative and creative solutions to the management of strategic issues and complex problems.
- Excellent judgment and creative problem-solving skills, including negotiation and conflict resolution skills.
- The ability to turn complex data into easily understandable information to support the SIT, be ICT literate with excellent analytical skills.
- Knowledge and application of evidence based decision making practices and methodologies.
- Ability to rapidly analyse and evaluate, in an objective, consistent and systematic manner, a range of complex information to identify core issues.
- Ability to challenge effectively and to maintain the highest levels of professional integrity in challenging circumstances.
- Champion measurement on delivery of results and is willing to take personal responsibility to initiate activities and drive objectives through to a conclusion.
- Places strong emphasis on achieving high standards of excellence.

Communication and Interpersonal Skills

- Possess ability to explain, advocate and express facts and ideas in a convincing manner, and actively liaise with individuals and groups internally and externally.
- Committed to building a professional network to remain up-to-date with and influence internal and external politics.
- Has 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 and 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.

**The above Key Duties and Responsibilities are 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 by the Director of Quality and Safety Improvement from time to time and to contribute to the development of the post while in office.*

Academic/Professional Qualifications and/or relevant Experience

Required:

- 2 years management experience (Grade VI Officer level or above)
- 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 the relevant disciplines including:
 - Programme Delivery and Management
 - Risk and issue Management
 - Resource Demand & Supply Planning
 - Strategic Planning
 - Change Management
 - Service/Business/Operational Planning
- The requisite knowledge and ability (including a high standard of suitability and management ability) for the proper discharge of the duties of the office

Desirable:

- Management/ leadership course
- Relevant post graduate education e.g. Diploma/Masters/Doctorat
- Have completed Lean Green Belt/Bronze training/other relevant Improvement methodology training

Technical/Clinical Competencies

Please note for each of the required competencies below, you will be required to provide examples of your current level of knowledge, skill and/or experience for each of these under the **Application Questions** section of the application form.

Simply enter each of the below as a heading, and provide your knowledge, skills and experience in the corresponding numbered box under the **Application Questions** section of the application form.

Required:

1. Proficient in Microsoft Office
2. Database Management
3. Analytical skills

Desirable:

- N/A

SJH Behavioural Competencies: These competencies will be assessed in detail at the Interview stage. You are not required to include written examples of behavioural competencies on application form. However, during the interview, you will be required to provide examples of when you previously demonstrated these competencies.

Competency Required	Level Required	Appropriate Descriptors
People Management	Level 3	<ul style="list-style-type: none">• Clarifies individual roles, responsibilities and accountabilities on an on-going basis• Is objective and seeks and uses data to make decisions, in conjunction with an awareness of the context and using common sense.• Acknowledges contributions: lets people know they are valued• Makes consistent and transparent decisions in relation to people, when all opinions are considered.
Leadership	Level 3	<ul style="list-style-type: none">• Espouses core hospital values in everything they do• Decisive, can make potentially unpopular decisions after consulting major stakeholders• Shows skills at negotiating when managing upwards and downwards in the organisation• Takes ownership and leads by example.
Problem Solving & Decision Making	Level 3	<ul style="list-style-type: none">• Develops operating plans that align with strategic priorities• Distils down through complex information to identify root causes of problems/ issues• Manages resources allocation efficiently and creatively.
Change & Innovation	Level 3	<ul style="list-style-type: none">• Regularly reviews own Department workings/ structures/ systems against evidence based best practice. Identifies gaps and escalates or

		<p>remedies same.</p> <ul style="list-style-type: none"> • Can effectively evaluate whether a programme for change would be timely and whether sufficient buy in and resources would be available to sustain it. • Brainstorms with others to promote Departmental and Inter Departmental innovation • Establishes team processes that bring together diverse professionals to support common change goals.
Organisational Knowledge	Level 3	<ul style="list-style-type: none"> • Shares and promotes information relevant to the implementation of the national health strategies relevant to their service area. • Challenges existing structures and practices with a view to service optimisation. • Understands how changes in the wider health sector will impact locally at the hospital and responds accordingly.
Quality & Safety Service	Level 3	<ul style="list-style-type: none"> • Represents own department/ project in seeking adequate and appropriate resources for service. • Promotes and enables a culture of safety. • Designs metrics and measurements to capture current standards met/ unmet. Takes corrective action and communicates same to all involved.
Communication	Level 3	<ul style="list-style-type: none"> • Facilitates others to use open and effective communication to minimise confusion and to ensure that the team are working together for the same purpose • Actively shares team/department successes and changes to Central Communication champion, with a view to sharing this information across the Hospital • Creates a culture of open communication to maintain a climate of trust and honesty

Proficiency in the English language

A level of proficiency in the English language, written and spoken, is a requirement of all roles within St. James's Hospital. You will be required to self assess your proficiency level in the Standard Application Form. **In addition, your proficiency in spoken English will be assessed during the interview process appropriate to the role available.**

Particulars of Office

1. The appointment to this post will be **Permanent, Full-Time and Pensionable.**
2. Annual Leave allowance is **30 days per annum.**
3. The person appointed must not give less than **one months' notice**, in writing, of intention to resign.
4. Normal working hours will be **35 hours per week.**
5. You will be required to work the agreed roster/on call arrangements advised to you by your line manager. Your 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.
6. Incremental credit is normally granted on appointment, in respect of previous relevant

experience in the Civil Service, local authorities, health service, public service bodies and other agreed relative experience.

General Conditions

1. The Hospital Board will not be responsible for the loss or theft of personal belongings.
2. Fire orders must be observed and staff must complete Fire Training every 2 years.
3. All accidents within the department must be reported immediately.
4. In accordance with the "Safety, Health and Welfare at Work Act 2005", all staff must comply with all safety regulations.
5. St. James's Hospital is a Tobacco Free Campus. The use of Tobacco or Electronic Cigarettes is not permitted within the hospital building or on the grounds.

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 persons can obtain access to them and must be kept in safe custody when no longer required.

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.

Infection Control & Hygiene

It is the responsibility of all staff across the hospital to ensure that infection control and hygiene standards are adhered to and maintained at all times.

Recruitment Process

- Approval to Hire (VAF process)
- Hiring Manager – Role Profile
- Advertising
- Application Process (Standard Application Form)
- Shortlisting of Candidates will be based on information provided in Standard Application Form
- Interview Process
- All applicants who move to the 2nd stage of the selection process (i.e. post interview) will be subject to Reference Checking x 2, Garda Clearance and Occupational Health Screening (Questionnaire)
- All successful external candidates who take up appointment will be required to attend Mandatory Induction Programme
- In the event that we receive a large number of applications and while you may meet the eligibility requirements of the competition, it may be decided at shortlisting to reduce the numbers being invited to interview. An expert board will examine the application forms against pre-determined criteria based on the requirements of the position. This is not to suggest that other candidates are necessarily unsuitable or incapable of undertaking the job, rather that there are some candidates who, based on their application, appear to be better qualified and/or have more relevant experience. It is therefore in your own interest to provide a detailed and accurate account of your qualifications and experience on the application form.

Application Procedure:

To apply for this position please, please complete the relevant online application form, in full, no later than the closing date **Sunday, 8th September 2024.**

A panel may be formed from which future vacancies will be filled

St. James' Hospital is an Equal Opportunities Employer