 Service Improvement Lead (Grade VIII)

**Job Specification & Terms and Conditions**

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| **Job Title, Grade Code** | Service Improvement Lead (Grade VIII)  *(Grade Code: 0655)* |
| **Campaign Reference** | NRS14814 |
| **Closing Date** | 3pm on Wednesday 30th July 2025 |
| **Proposed Interview Date (s)** | Candidates will normally be given at least two weeks' notice of interview. The timescale may be reduced in exceptional circumstances. |
| **Taking up Appointment** | A start date will be indicated at job offer stage. |
| **Location of Post** | There are currently four (4) permanent whole-time vacancies based in Clinical Design & Innovation, Office of the Chief Clinical Officer, Brunel Building, Dublin 8.  A panel will be formed as a result of this campaign for **Service Improvement Lead (Grade VIII), Clinical Design and Innovation, Office of the Chief Clinical Officer** from which current and future, permanent and specified purpose vacancies of full or part-time duration may be filled.  The successful candidates will be required as part of this role to travel for programme-related site visits and programme work-stream committee meetings. |
| **Informal Enquiries** | Mr. Kevin Madden  Senior Human Resources Officer  Business Management Office, Clinical Design and Innovation, Office of the Chief Clinical Officer  **Email:** [Kevin.madden@hse.ie](mailto:Kevin.madden@hse.ie)  **Mobile:** 087 7034740  Ms. Seila Ley  Senior Human Resources Officer  Business Management Office, Clinical Design and Innovation, Office of the Chief Clinical Officer  Email: [seila.ley@hse.ie](mailto:seila.ley@hse.ie)  Mobile: 087 4422335 |
| **Details of Service** | **Clinical Design and Innovation – Office of the Chief Clinical Officer:**  The Office of the Chief Clinical Officer (CCO) was established as part of an overall investment by the HSE to strengthen governance and accountability for the planning and delivery of high-quality services with the aim of driving transformational change across our healthcare system through clinical leadership, design of new models of care, promotion of culture of safety and quality improvement; through patient and service user involvement.  The Clinical Design and Innovation (CDI) function, reporting to the National Clinical Director of Integrated Care, within the Office of the CCO provides Clinical Innovation, Design Leadership and Direction to strategic decisions across the wider organisation.  For further information click on the following link provided:  <https://www.hse.ie/eng/about/who/cspd/>  This work is delivered by National Clinical Programmes which are led by a Clinical Lead working under a National Clinical and Advisory Group Lead (NCAGL). |
| **Reporting Relationship** | Initially reporting to the Clinical Lead for the relevant National Clinical Programme for the day-to-day management of the assigned programme of work and delivery of work relevant to the programme. Reporting relationship will change on review and according to need.  Liaise with the General Manager, Clinical Design & Innovation on administrative matters associated with this post. |
| **Purpose of the Post** | The primary purpose of the post is to collaborate with Health Regions to plan for the implementation of the approved clinical designs and to agree service improvement initiatives to achieve excellence in prevention, diagnosis, management and long-term care in the assigned speciality area.  The initial service improvement specialty areas are   * Venous Thromboembolism (VTE) in hospitals and in the community – 1 WTE * National Heart Programme – 2 x 1 WTE * Sexual Health (Contraception) – 1 WTE |
| **Principal Duties and Responsibilities** | The main responsibilities and duties of the Service Improvement Lead are:  **Identify Areas for Improvement**   * Analyse service performance data and complete gap analysis of current service delivery model within the Health Regions to identify areas for improvements and to implement the national clinical guideline for the assigned speciality area. * Conduct root cause analysis with each health region to identify components affecting service quality and patient care.   **Develop and Implement Improvement Plans**   * Collaborate with Health Regions to develop patient centred health region specific implementing plans that are aligned with current evidence based clinical guidance documents and address the gaps identified in current services. * Engage and collaborate with staff, service users and key stakeholders to develop actionable solutions for service improvements. * Provide support and guidance to Health Regions to enable the service to reorganise and adapt to change and improvement taking into account multiple perspectives from internal and external stakeholders. * Design, develop, and implement educational resources that align with current evidence based clinical guidance documents such as educational materials, assessment tools. * Develop at a national level, designs and resources that will assist all Health Regions to implement the clinical guideline and agreed service improvements on a consistent basis. This will include but is not limited to material for communications and training to raise awareness and webinars and relevant decision support tools to support staff.   **Monitoring and Measuring Performance**   * Identify measurable activity targets to ensure the intended outcomes are being achieved based on the changes and improvements implemented. * Regularly review and evaluate service performance against the established measurable activity targets to ensure continuous improvement and adopt plans as required to achieve the intended results. * Seek ‘real-time’ data so that improvements in performance can be addressed in a timely manner. * Monitor risks that have been identified and put in place controls to manage risks or to escalate them to the appropriate level of management. * Prepare an annual plan for service improvement as part of the overall assigned speciality area of work. Report as required against this plan.   **Stakeholder Engagement, Communications and Reporting**   * Apply the organisation policy set out in the Health Services Change Guide to design and deliver effective change programmes and project plans working collaboratively with a range of stakeholders. * Develop effective and robust collaborative / team working relationships with key internal and external stakeholders appropriate to the service improvement initiative(s). * Work collaboratively with multiple stakeholders to ensure successful implementation of service improvement strategies. * Manage and promote liaisons with internal /external bodies as appropriate. * Provide reports on activity and services as required within timelines required. * Ensure compliance with legal requirements, policies and procedures affecting service users and staff.   **Other Duties**   * Contribute to service development through appropriate continuous education, research initiatives, keeping up to date with the literature in particular that of Integrated Care. * Participate in the identification, development and delivery of education, training and development to benefit the assigned speciality area. * Engage in the HSE performance achievement process in conjunction with your Line Manager and staff as appropriate. * Provide support supervision and professional development of appropriate staff. * Adequately identifies, assesses, manages and monitors risk within their area of responsibility. * Have a working knowledge of the Health Information and Quality Authority (HIQA) Standards as they apply to the role for example, Standards for Healthcare Associated Infections, Hygiene Standards etc. and comply with associated HSE protocols for implementing and maintaining these standards as appropriate to the role. * Contribute to the formulation and delivery of service and operational planning and in the implementation of the National Service Plan as it applies to the role. * Maintain professional standards in relation to confidentiality, ethics and legislation in consultation with other disciplines, implement and assess quality management programmes as appropriate*.* * Support, promote and actively participate in sustainable energy, water and waste initiative to create a more sustainable, low carbon and efficient health service. * Act as spokesperson for the Organisation as required * Demonstrate pro-active commitment to all communications with internal and external stakeholders   **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 them from time to time and to contribute to the development of the post while in office.** |
| **Eligibility Criteria**  **Qualifications and/ or experience** | Candidates must have at the latest date of application**:**  **Professional Qualifications, Experience, etc**   * Hold a third level qualification at higher diploma / degree level (QQI Level 8) or higher on the National Framework of Qualifications. * Demonstrate participation in training in the area of service improvement or in the area of quality improvement. QI or SI (service improvement) courses / methodologies may comprise, but are not limited to: IHI Model for Improvement; Lean; Lean Six Sigma; Person-centred methodologies; Human Factors approach; Healthcare Quality Improvement. * Experience working in an Acute Hospital or a large clinical community setting. * A significant track record in leading and implementing service improvement within a health system. * Possess 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** | Access to appropriate transport to fulfil the requirements of the role |

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| **Skills, competencies and/or knowledge** | **Professional Knowledge & Experience**  **Demonstrate:**   * Experience of leading service improvement in a clinical setting to successfully deliver the agreed outputs, having full ownership of all stages of the improvement management cycle. * Knowledge in one of the relevant specialist areas - VTE (Venous thromboembolism), Acute Cardiology / Chronic Disease Cardiology, Sexual Heath (Contraception) * Proven ability to collate and summarise evidence from a wide range of sources. * The ability to translate complex information into accessible language. * An understanding of and ability to implement evidence-based care. * Significant understanding of the health care system and its component parts including sites of care, delivery models, and the roles of various providers and health care professionals. * Awareness of “People’s Needs Defining Change - Health Services Change Guide” and the application of this document in service improvement. * The ability to lead on engagement with internal and external stakeholders. * An understanding of the Irish health service and health service reform.   **Critical Analysis & Decision Making**  **Demonstrate:**   * Ability to anticipate problems, identify risks and to consider the impact of decisions before taking action recognising when to involve other parties (at the appropriate time and level). * Ability to relate improvement research in practice. * Ability to think broadly and longitudinally, constantly assessing and anticipating the needs of the patient and his/her environment. * Ability to assimilate and analyse data and information, identify the range of options available and provide recommendations as appropriate.   **Managing & Delivering Results (Operational Excellence)**  **Demonstrate:**   * Evidence of multi-year service improvement planning and impact analysis through the creation of programme plans, outcome measures and performance reports. * Evidence of the use of innovation in the delivery of services. * Clear and succinct report writing skills with a high level of accuracy and attention to detail. * A proven ability to prioritise, organise and schedule a wide variety of tasks and to manage competing demands. * 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. * Awareness of relevant legislation and policy e.g. legislation relevant to the service area, health and safety, infection control etc.   **Leadership & Direction and Working with and Through others**  **Demonstrate:**   * Evidence of strong team work skills including the ability to build and maintain relationships in a complex multidisciplinary team/ multi-stakeholder environment. * Evidence of being able to visualise changes required to achieve immediate and long term organisational priorities. * Evidence of negotiation skills and influencing skills in a complex work environment – facilitating relationship and consensus. * Effective conflict management skills.   **Building & Maintaining Relationships/Interpersonal Skills**   * Excellent interpersonal and communications skills to facilitate work with a wide range of individuals and groups. * A track record of building and maintaining key internal and external relationships in achieving organisational goals. * The ability to lead, direct and influence multiple stakeholders and ensure buy-in to plans and their implementation. * An ability to influence and negotiate effectively in furthering the objectives of the role. * Effective conflict management skills * The ability to interact in a professional manner with staff and other key stakeholders   **Communication Skills**   * The ability to present information clearly, concisely and confidently when speaking and in writing tailoring to meet the needs of the audience * Excellent presentation skills. * Excellent written communication skills including the ability to produce professional reports.   **Personal Commitment and Motivation**  **Demonstrate:**   * Be driven by the values, aims and ethos of the HSE. * 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. * Committed continuing professional development.   **Commitment to a Quality Service/Leading a Quality Service**   * An ability to pay close and accurate attention to detail in personal work and to create a culture where high standards are valued and respected * An ability to cope with competing demands without a diminution in performance * Places strong emphasis on achieving high standards of excellence * A client user and customer focus in the delivery of services * A core belief in and passion for the sustainable delivery of high quality customer focused services |
| **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 form. 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.  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. |
| **Diversity, Equality and Inclusion** | The HSE is an equal opportunities employer.  Employees of the HSE bring a range of skills, talents, diverse thinking and experience to the organisation. The HSE believes passionately that employing a diverse workforce is central to its success – we aim to develop the workforce of the HSE so that it reflects the diversity of HSE service users and to strengthen it through accommodating and valuing different perspectives. Ultimately this will result in improved service user and employee experience.  The HSE is committed to creating a positive working environment whereby all employees inclusive of age, civil status, disability, ethnicity and race, family status, gender, membership of the Traveller community, religion and sexual orientation are respected, valued and can reach their full potential. The HSE aims to achieve this through development of an organisational culture where injustice, bias and discrimination are not tolerated.  The HSE welcomes people with diverse backgrounds and offers a range of supports and resources to staff, such as those who require a reasonable accommodation at work because of a disability or long term health condition.  Read more about the HSE’s commitment to [Diversity, Equality and Inclusion](https://www.hse.ie/eng/staff/resources/diversity/diversity.html) |
| **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 CPSA is responsible for establishing the principles that should be followed when making an appointment. These are set out in the CPSA Code of Practice. The Code outlines the standards that should be adhered to at each stage of the selection process and sets out the review and appeal mechanisms open to candidates should they be unhappy with a selection process.  Read the [CPSA Code of Practice](https://www.cpsa.ie/pdf/?file=https://assets.cpsa.ie/media/275828/b88e3648-c663-4293-9471-d2d75bd1d685.pdf). |
| The reform programme outlined for the health services may impact on this role, and as structures change the Job Specification may be reviewed.  This Job Specification 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. | |



**Service Improvement Lead (Grade VIII) x 4 Posts**

**Terms and Conditions of Employment**

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| **Tenure** | The 4 current vacancies available are all permanent and whole time.  The posts are pensionable. A panel may be created from which permanent 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.  Appointment as an employee of 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 (at 01/03/2025):  €81,444, €82,175, €85,389, €88,616, €91,818, €95,033, €98,231  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 weekly working hours of attendance for your grade are **35** hours per week. Your normal weekly working hours are **35** hours. Contracted hours that are less than the standard weekly working hours for your grade will be paid pro rata to the full time equivalent.  You are required to work agreed roster/on-call arrangements advised by your Reporting Manager. Your contracted hours are liable to change between the hours of 8.00am and 8.00pm over seven days to meet the requirements for extended day services in accordance with the terms of collective agreements and HSE Circulars. |
| **Annual Leave** | The annual leave associated with the post will be confirmed at Contracting 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. |
| **Protection of Children Guidance and Legislation** | The welfare and protection of children is the responsibility of all HSE staff. You must be aware of and understand your specific responsibilities under the Children First Act 2015, the Protections for Persons Reporting Child Abuse Act 1998 in accordance with Section 2, Children First National Guidance and other relevant child safeguarding legislation and policies.  Some staff have additional responsibilities such as Line Managers, Designated Officers and Mandated Persons. You should check if you are a Designated Officer and / or a Mandated Person and be familiar with the related roles and legal responsibilities.  Visit [HSE Children First](https://www.hse.ie/eng/services/list/2/primarycare/childrenfirst/resources/) for further information, guidance and resources. |
| **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. |
| **Ethics in Public Office 1995 and 2001** | Positions remunerated at or above the minimum point of the Grade VIII salary scale 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](https://www.sipo.ie/). |

1. A template SSSS and guidelines are available on [writing your site or service safety statement](https://www2.healthservice.hse.ie/organisation/national-pppgs/writing-your-site-or-service-safety-statement/).

   2 Structures and processes for effective [incident management](https://www2.healthservice.hse.ie/organisation/qps-incident-management/incident-management/) and review of incidents. [↑](#footnote-ref-1)
2. [↑](#footnote-ref-2)