

**Business Manager (Grade VIII)**

**Job Specification & Terms and Conditions**

|  |  |
| --- | --- |
| **Job Title, Grade Code** | Business Manager, (Grade VIII) *(Grade Code: 0655)* |
| **Campaign Reference** | NRS14825 |
| **Closing Date** | *Monday, 14th July 2025 at 12:00 noon* |
| **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 is currently one permanent whole-time vacancy based in the Office of the Assistant National Director (AND), Enhanced Community Care & Primary Care Contracts, Model Farm Road, Cork.The Assistant National Director is open to engagement as regards the expected level of on-site attendance at the above base in the context of the requirements of this role and the HSE’s Blended Working Policy.A panel may be formed as a result of this campaign for **Business Manager (Grade VIII) within Enhanced Community Care & Primary Care, National Services and Schemes** from which current and future vacancies that may arise, of permanent and specified purpose duration, may be filled. |
| **Informal Enquiries**  | Ms. Geraldine Crowley, AND, Enhanced Community Care & Primary Care Contracts. Email: Geraldine.crowley@hse.ie Tel: 087 2351512 |
| **Details of Service** | The Health Service Executive (HSE) is responsible for the provision of all health and personal social care services in the Republic of Ireland. With an annual budget in 2025 of €26.9 billion and over 150,000 employed in the HSE and the Section 38 Agencies with which the HSE has Service Level Agreements (SLAs), the HSE is the largest employer in the State and the largest of any public sector organisation. **National Schemes & Services** The National Services and Schemes function in the HSE Centre is accountable for the operation (planning and delivery), management and performance management of National Services and Schemes. National Services are viewed and represented as one operating unit where the services are supporting the populations of the Health Regions. The 6 REOs and the National Director, National Services and Schemes together represent the operational arm of the organisation. **Enhanced Community Care (ECC) Primary Care and Contracts** ECC & PCC’s sits within National Services and Schemes and is responsible for (but not limited to):* **Enhanced Community Care (ECC)**

The Enhanced Community Care transformation programme is an overarching framework for a programmatic and integrated approach to the development of the primary and community care sector, using evidence based clinical care models and ensuring integration of services across acute and community settings in line with the objectives of Sláintecare.The key elements of the ECC programme currently include:* 96 Community Healthcare Networks (CHNs) each servicing a population of c.50k led by a Network Manager with a GP lead, Nurse lead and multi-disciplinary team;
* Provision of 30 Community Specialist Teams that will serve older persons and 30 Community Specialist Teams for chronic disease management, each supporting 3 CHNS c.150k population
* Enhancement of front of house acute hospital teams to support community specialist teams for older people (Integrated Care Programme Older People ICPOP and Integrated Care Programme Chronic Disease.
* Co-ordination of voluntary and community supports such as ALONE across each CHN leveraging in a structured way the informal supports and volunteerism within local communities.

The ECC programme is developing and increasing community-based health services. This supports the achievement of more integrated community based services.* **National Contracts Office**

The National Contracts Office participate in and support the national negotiation and development of contractual arrangements with independent primary care contractors (General Practitioners, Pharmacists, Dentists, Clinical Dental Technicians, Optometrists, Dispensing Opticians and Ophthalmologists) for the provision of public service in line with HSE transformation programmes, in collaboration with the Department of Health and other key stakeholders. At present in excess of 7200 independent professionals are contracted by the HSE to provide services to the eligible population.* **Vaccinations Primary Care Contractors (VPCC)**

The Vaccine Programme is supported by the HSE Vaccinations Primary Care Contractors (VPCC) team, who coordinate the service and provide Relationship Management Support to GPs and Community Pharmacists. The Primary Care Contractors Vaccination Programmes for COVID-19 and Flu are an important pillar in preventative health measures.* **GP Access to Community Diagnostics**

GP Access to Community Diagnostics is integral to the Enhanced Community Care programme and in line with the Chronic Disease Management Programme and GP Agreement 2019. Scheme aims to support early diagnosis of disease, improve patient experience and reduce hospital referrals.* **National Hepatitis C Treatment Programme**

The National Hepatitis C Treatment Programme is responsible for all service level agreements and section 39 grants for HAA Card holders and supports such as home care packages and respite for HAA card holders as per Health Amendment Act 1996.  |
| **Reporting Relationship** | Will report directly to the Assistant National Director, Enhanced Community Care & Primary Care Contracts or nominated supervisor. |
| **Key Working Relationships** | The post holder will work collaboratively with other members of the ECC & PPC’s team, the wider NSS team and the wider health service including:* IHA Managers, Heads of Service Primary Care, CHNs Lead, ECC, Vaccinations, Diagnostics, and National Hepatitis C Prevention and Treatment Programmes and National Contracts Office
* National Clinical Advisors and Group Leads for Clinical Programme (Older Persons, Chronic Disease)
* REO offices and associated leadership / management teams
* Department of Health, Department of Children, Equality, Disability, Integration and Youth, DPER
* Organisational Change Unit
* Transformation and Innovation Office
 |
| **Purpose of the Post**  | To effectively provide managerial and administrative support to the office of the Assistant National Director, in particular to manage the day to day business operations.   This position occupies a pivotal role within the ECC and Primary Care Contracts organizational structure.  The role will be responsible, under the direction of the Assistant National Director or their nominee, for providing a business management support function within the Assistant National Directors Office.To provide support to the Office of the Assistant National Director, including managing the administrative team. |
| **Principal Duties and Responsibilities** | The position of Grade VIII Business Manager encompasses both managerial andadministrative responsibilities which include the following:**Administration** * Supporting the AND in planning, organising and governing the work in ECC, Primary Care and Contracts
* Contribute to the development of service plans for area of responsibility and implement service plan objectives
* Ensure that the AND is furnished with all required papers, (including concise summaries of key information and up-to-date data) and that they are fully and accurately briefed well in advance of any required meetings.
* Inform the AND in a timely and continuous manner with respect to performance against planned positions.
* Support the AND in the delegation of work to their direct reports (or to other senior managers) and in the oversight of work that has been delegated.
* Critically review (from a quality assurance perspective), proofread and edit documentation including papers, reports, briefing notes, correspondence as required.
* Preparation of draft memoranda for AND on complex matters, including checks on data and verification of information
* Ensure consistency and professionalism and quality assurance in the content and presentation of all reports, papers and PowerPoint presentations generated by or for the AND.
* Support the AND in the delegation of work to their direct reports (or to other senior managers) and in the oversight of work that has been delegated.
* Ensure deadlines are met and that service levels are maintained
* Participate in and lead project working groups, and represent the HSE on committees as required
* Build and maintain relationships with key stakeholders to gather support for new initiatives
* Make decisions and solve problems in a timely manner and inform others of decisions that have implications for them, making sure the team knows how to action them
* Gather information from a variety of sources to ensure decisions are in line with local and national agreements
* Ensure regular two-way communication happens between line management and senior management
* Provide administrative support for meetings and attend as required
* Maximise the use of technology to advance the quality and efficiency of service provision.
* Ensure that the AND is furnished with all required papers, (including concise summaries of key information and up-to-date data) and that they are fully and accurately briefed well in advance of any required attendances.
* Act as spokesperson for the Organisation as required.
* Demonstrate pro-active commitment to all communications with internal and external stakeholders

**Customer Service*** Promote and maintain a customer focused environment by ensuring service users are treated with dignity and respect
* Seek feedback from service users/customers to evaluate service and implement

Change**Human Resources / Supervision of Staff*** Supervise and enable other team members to carry out their responsibilities, ensuring appropriate delegation of responsibility and authority
* Review the conduct and completion of assignments of staff in accordance with the operational plan and expected quality standards
* Manage the performance of staff, dealing with underperformance in a timely and constructive manner
* Create and promote a positive working environment among staff members, which contributes to maintaining and enhancing effective working relationships with other teams and disciplines
* Solve problems and ensure decisions are in line with local and national agreements
* Pursue and promote continuous professional development in order to develop leadership and management expertise and professional knowledge.
* Engage in the HSE performance achievement process in conjunction with your Line Manager and staff as appropriate.

**Service Delivery and Service Improvement*** Promote and participate in the implementation and management of change
* Proactively identify inequities / inefficiencies in service administration and implement solutions to improve service delivery, in line with legislation and benchmarking against best practice structures
* Maintain a good understanding of internal and external factors that can affect service delivery including awareness of local and national issues that impact on own area of work
* Embrace change and adapt local work practices accordingly by finding practical ways to make policies work, ensuring team knows how to action changes
* Encourage and support staff through change processes

**Standards, Regulations, Policies, Procedures & Legislation*** Contribute to the development of policies and procedures and ensure consistent adherence to procedures and current standards within area of responsibility.
* Effectively discharge the day to day operations, including compliance with HSE.
* Financial regulations and all HSE policies and procedures.
* Maintain own knowledge of relevant policies, procedures, guidelines and practices to perform the role effectively and to ensure standards are met by own team.
* Maintain own knowledge of relevant regulations and legislation e.g. HSE Financial.
* Regulations, Health & Safety legislation, Employment legislation, FOI Acts, GDP.
* 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 and other standards as they apply to the role for example, Standards for Healthcare, National Standards for the Prevention and Control of HealthcareAssociated Infections, Hygiene Standards etc. and comply with associated HSEprotocols for implementing and maintaining these standards* Support, promote and actively participate in sustainable energy, water and waste

initiatives to create a more sustainable, low carbon and efficient health service**The above Job 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** | **Candidates must have at the latest date of application: -** * Significant operational experience in managing and / or delivering a complex service within the area of health or social care.
* Significant experience of professional writing, which has included some or all of the following: condensing major reports, preparing briefings for senior management in complex organisations, for example government departments or Oireachtas committees. Preparing material for external stakeholders (for example responses to Parliamentary Questions, media queries, FOI responses, Data Protection responses, customers etc)
* Significant experience of managing and working collaboratively with multiple internal and external stakeholders, as relevant to the role
* Significant experience in team management and development
* Have the requisite experience, 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.
* Flexible approach to working hours to fulfil the requirements of the role
 |
| **Skills, competencies and/or knowledge** | **Professional Knowledge & Experience** **Demonstrate*** Experience of relevant research, review and professional writing e.g. reports, PQs, briefing papers etc.
* Experience of critical review, proofing and editing
* Project and programme management experience
* Experience of data analysis and data interpretation including use of critical appraisal skills
* Knowledge of the HSE, the broader health service structure, health service reform as set out in Sláintecare and the current key challenges and developments in the Health Service.
* Knowledge and experience relevant to the role as per the duties & responsibilities, eligibility criteria and post specific requirements of the role.
* Knowledge and experience of managing control frameworks including experience in the application, design and evaluation of controls embedded within business processes.
* Knowledge of the legal framework of the HSE, the corporate governance framework of the HSE and all the supporting governmental policies including standards of business conduct.
* The ability to work in line with relevant policies and procedures
* Knowledge and experience in managing staff including staff development
* Knowledge and experience of managing FOI and/or Data Protection responses.
* Excellent ICT skills including use of MS Office suite and email.

**Leadership, Direction & Teamworking Skills****Demonstrate*** Effective leadership in a challenging and busy environment including a track record of innovation / improvements
* Ability to lead, organise and motivate teams to the confident delivery of excellent services and service outcomes
* Ability to support, supervise, develop and empower staff in changing work practises in a challenging environment within existing resources
* Champions measurement on delivery of results and is willing to take personal responsibility to initiate activities and drive objectives through to a conclusion
* Motivation and an innovative approach to the job within a changing working environment
* Evidence of being a positive agent of change and performance improvement
* Flexibility and adaptability to meet the requirements of the role
* Experience of working as part of a team with a mixed programme of work, and moving with ease between concurrent projects
* Ability to work with multi-disciplinary team members and other stakeholders to facilitate high performance, developing and achieving clear and realistic objectives
* An ability to influence and negotiate effectively in furthering the objectives of the role

**Managing and Delivering Results (Operational Excellence)****Demonstrate*** Excellent organisational and time management skills to meet objectives within agreed timeframes and achieve quality results
* A proven ability to prioritise, organise and schedule a wide variety of tasks and to manage competing demands and tight deadlines while consistently maintaining high standards and positive working relationships
* The ability to work on a self-directed basis
* Evidence of effective project planning and organisational skills including an awareness of resource management and the importance of value for money
* Strong evidence of excellent financial planning and expenditure management
* The ability to seek and seize opportunities that are beneficial to achieving organisation goals and strives to improve service delivery
* The ability to improve efficiency within the working environment and the ability to evolve and adapt to a rapid changing environment
* A capacity to operate successfully in a challenging environment while adhering to various standards
* Ability to take personal responsibility to initiate activities and drive objectives through to a conclusion
* Adequately identifies, manages and reports on risk within area of responsibility

**Critical Analysis, Problem Solving & Decision Making****Demonstrate*** The ability to evaluate complex information from a variety of sources and make effective decisions
* Excellent analytical skills to enable analysis, interpretation of data and data extraction from multiple data sources
* Considers the impact of decisions before taking action
* Anticipates problems and recognises when to involve other parties (at the appropriate time and level)
* Makes timely decisions and stands by those decisions as required
* The ability to consider the range of options available, involve other parties at the appropriate time and level, to make balanced and timely decisions
* Significant experience in effective operational problem solving utilising an inclusive approach which fosters learning and self-reliance amongst teams
* A knowledge and application of evidence based decision making
* A capacity to develop new proposals and put forward solutions to address problems in a timely manner
* Effective problem solving in complex work environments

**Building & Maintaining Relationships/Interpersonal Skills** **Demonstrate*** 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****Demonstrate*** 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*** Is personally committed and motivated for the complex role of Business Manager, Office of the AND
* A vision in relation to what work changes are required to achieve immediate and long term organisational objectives
* Be driven by a value system compatible with the aims and ethos of the HSE
* Demonstrate a core belief in and passion for the sustainable delivery of high quality service-user focused services
* Be capable of coping with competing demands without a diminution in performance

**Commitment to a Quality Service*** Demonstrates evidence of practicing and promoting a strong focus on delivering high quality customer service for internal and external customers and an awareness and appreciation of the service user.
* Ensure attention to detail and a consistent adherence to procedures and standards within area of responsibility.
* Embraces and promotes the change agenda, supporting others through change.
* Demonstrate flexibility and initiative during challenging times and an ability to persevere despite setbacks.
 |
| **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 progressing 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 to be followed when making an appointment. These are set out in the CPSA Code of Practice. The Code outlines the standards to 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. |

**Business Manager (Grade VIII)**

**Terms and Conditions of Employment**

|  |  |
| --- | --- |
| **Tenure**  | The current vacancy available is permanent and whole time. The post is 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 (as 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-2), 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-3).
* 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://healthservice.hse.ie/staff/health-and-safety/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-2)
2. [↑](#footnote-ref-3)