

HR/ER Department, Business Operations,
Technology and Transformation

HSE, Dr. Steeven’s Hospital,

Dublin 8, D08 W2A8

Rannóg AD/CF

Oibríochtaí Gnó

Teicneolaíocht agus Trasfhoirmiú

FSS, Ospidéal Dr. Steevens

Baile Átha Cliath 8, D08 W2A8

**Grade VII Hospital Medicines Management System (HMMS)**

**Application & Implementation Lead,**

 **HMMS National Office,**

**Access & Integration.**

**Job Specification & Terms and Conditions**

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| **Job Title, Grade Code** | Grade VII Hospital Medicines Management System (HMMS) Application & Implementation LeadCeannaire Feidhmchláir & Feidhmithe, Córas Bainistíochta Cógais Ospidéal (CBCO) Grád VII(Grade code: 0582) |
| **Remuneration** | **The Salary scale for the post is: Grade VII**€59,419 €60,870 €62,566 €64,268 €65,976 €67,501 €69,054 €70,566 €72,067 €**74,650** €**77,243** **LSIs (01.03.2025)****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. |
| **Campaign Reference** | T&T/11/25 |
| **Closing Date** | **12 Noon, Thursday 10th April 2025** |
| **Proposed Interview Date (s)** | **TBC** |
| **Taking up Appointment** | A start date will be indicated at job offer stage. |
| **Location of Post** | **Access & Integration Drugs Management Programme**There are four permanent whole-time vacancies available in the Access & Integration Drugs Management Programme, Dargan Building, Heuston South Quarter, St. John's Road West, Dublin 8.The Chief Pharmacist, AIDMP is open to engagement as regards the expected level of on-site attendance at the above relevant location, in the context of the requirements of this role and the HSE’s Blended Working Policy.A panel may be created from this campaign for **Access & Integration Drugs Management Programme (AIDMP)** from which current and future permanent and specified purpose vacancies of full time or part time duration may be filled. |
| **Informal Enquiries** | Fionnuala King, Chief Pharmacist, AIDMPEmail: Fionnuala.King@HSE.IE |
| **Details of Service** | The post holder will be a member of the HMMS National Team, within AIDMP. The post holder will work with colleagues within the HMMS National Office, HSE Technology & Transformation and AIDMP on the Hospital Medicine Management System (HMMS) implementation, post-Go Live support and system enhancement. The post will also involve engagement with relevant stakeholders as required for the implementation of and to ensure that HMMS remains aligned to evolving protocol, practice and standards. The post holder will work within the AIDMP, the Pharmacy function within HSE Access & Integration. AIDMP was established in 2017 to promote cost effective use of medicines, and provide equitable access to drug therapies on the basis of clinical need in the Irish Health Service. The AIDMP is responsible for:* Coordinating and supporting medicine management initiatives in Irish public hospitals
* Ensuring the full benefits of the Pharma Industry Framework agreements for hospitals are realised effectively in the best interests of patients and the wider health system
* Minimising the on-going workload for key stakeholders associated with medicine management; Health Regions and Pharmacy Executive Managers, medicines suppliers, Access & Integration, Corporate Finance Division; HSE Health Business Service (HBS),
* Initiatives includes developing and publishing national prescribing protocols for COVID and selected other therapeutics, introduction of the Dynamic Purchasing System portal to improve access to HSE publish drug tenders and standardising reports and the reporting cycle on hospital drug expenditure
* Provide subject matter expertise on behalf of the National Director, Access & Integration on medicines related statutory and non-statutory enquires

AIDMP is currently deploying HMMS, replacement Pharmacy software for acute and non-acute Pharmacy sites. The HMMS Drug and supplier files underpin this system. Digital for Care 2030 is the Framework under which all digital health solutions for the HSE are co-ordinated, streamlined and implemented. It provides a strategic and innovative plan to advance key Slaintecáre programmes and deliver integrated care that is fully aligned with the Health Regions structure. This programme is critical in setting the future policy direction under Digital for Care, for considering opportunities offered by current and emerging technologies, and are fundamental in the delivery of digital health transformation in Ireland. |
| **Reporting Relationship** | The post holder will report to the HMMS Senior System Manager, Access & Integration Drug Management Programme (AIDMP)The post-holder will also work closely with the AIDMP colleagues and other members of the national HMMS team. |
| **Key Working Relationships** | Key working relationships will be with the national HMMS team; HMMS National Office and Technology & Transformation colleagues and AIDMP colleagues. It will also include engagement with hospital ICT colleagues, HSE ePrescribing project, HSE National Medicinal Products Catalogue, Office of the HSE Data Protection Officer, HSE Information Integration System and HMMS vendor.  |
| **Purpose of the Post(s)**  | The post holders together with colleagues in the HMMS National Team will have responsibility for implementation and ongoing management of HMMS to acute and non-acute sites. Workstreams will include testing, training, support, reporting both during initial deployments and subsequent delivery of enhanced functionality as sites are ready. Post-holders will be allocated to specific project products and workstreams, and will be responsible for developing the processes and system design for their workstream. The post holder will also work closely with the HMMS Programme Manager, HMMS Operational Lead, the HMMS Senior System Manager, other HMMS Application & Implementation Leads, other staff of the HMMS National Office and the AIDMP, and staff of external vendors, to ensure an effective programme approach to the implementation and support of this important national medicines management system. |
| **Principal Duties and Responsibilities** | ***Post holder(s) Responsibilities will include:*** * Project manage the relevant module(s) planning and organising workload and tasks appropriately to meet deadlines and the needs of the HMMS Programme, ensuring the team meets all set deadlines.
* Monitor progress, key milestones, and deliverables to deliver the application or elements of the programme under your responsibility.
* Provide regular status reports at specified time intervals to the appropriate managers and maintain all relevant project documents.
* Ensure that all generated documentation is fit for purpose, accepted, and retained in line with HMMS Programme processes, including that of others from within the application team.
* Identify, manage, and communicate all related risks and issues, escalating with the HMMS Programme leadership as required.
* Initiate, arrange and chair application team meetings to discuss progress, areas of concern and take notes of any action points.
* Participate in meetings with the HMMS Senior Managers to discuss workflows, areas of concern and take notes of any action points.

Participate in cross-professional working groups, advise on new processes and workflows and propose improvements to and redesigns of the system. * Ensure that HMMS is configured to meet new ‘best practice’ ways of working to achieve improved workflow processes and benefits
* Provision of expert advice for HMMS to the wider AIDMP.
* Overseeing the approved Information Governance policy.
* Engage with stakeholders across the wider HSE, HSE Technology & Transformation colleagues, hospital pharmacy colleagues, local IT departments and the HMMS vendor to ensure the successful introduction of HMMS in publicly funded acute and non-acute hospitals in Ireland
* Assist in the provision of expertise & advice at national level to AIDMP and Health Service Management to ensure that medicines are managed safely and efficiently.
* Work closely with HMMS National Project team on project lifecycle tasks as appropriate such as testing, interfacing, reporting, future site engagement and all other necessary tasks.
* Work with the wider HMMS National team to ensure that the product development is in line with user requirements and aligned to the wider requirements of Access & Integration and the HSE.

**Training:*** Work with the HMMS Operational Lead to develop training materials and ensure they are kept in line with system development, system optimisation and end-user feedback.
* Plan, co-ordinate and deliver product training sessions
* Develop learning materials, including tutorial documentation, user guides, videos and e-learning courses as required
* Publish and manage library of accessible training materials
* Maintain overall training records and training access
* Gather, analyse, and apply data to improve training experience and iterate on course effectiveness and engagement

**Testing:*** Develop test scripts against patient scenarios across patient pathways and interfaces to other systems.
* Manage the systems and acceptance testing of HMMS and of HMMS interfaces against agreed specifications and the HMMS Test Strategy
* Ensure testing activity is completed, tracked and is consistent with deadlines.
* Analyse and review test progress and variances to define recommendations to maintain schedules and raise any risks or issues highlighted through testing to the appropriate level.
* Participate in the analysis, design, and implementation of interfaces between the EHR and other clinical and non-clinical systems.

**Reporting:*** Collate and present quality data, reports or other documentation as required by HMMS governance structure.
* Ensure report template development activity is completed, tracked and is consistent with deadlines.
* Ensure end-users are given the appropriate levels of access and security to the HMMS Power BI workspace as defined by their job role
* Work with sites to ensure their regulatory and business report needs are met
* Work with AIDMP colleagues to ensure the reporting requirements of AIDMP and HSE Access & Integration are met

**Support and System Enhancement:*** Support and maintain regular communication with relevant hospital staff to ensure that HMMS meets their service delivery and business needs and is in line with new and agreed best practice processes.
* As the vendor release software enhancements, work with the HMMS Programme Manager to bring into use in live sites, enhancements agreed by the HMMS Steering Board
* Work with the HMMS Programme Manager and live sites to bring on additional functionality in their site e.g. a dispensary robot or Automated Dispensing Cabinets (ADCs) at ward level
* Support the HMMS Programme Manager in oversight of support tickets and response times by the vendor against the HMMS contract.

**Communication:** * Communicate effectively in English language (written and spoken).
* Support and maintain regular communication with other HMMS National Team colleagues, local site leads and the HMMS vendor, as required.
* Demonstrate and present relevant concepts and complex HMMS configuration work in an easy-to-understand format to all audience types, sizes and levels

**General*** Work in a complex and unstructured multi-disciplinary environment, be able to act with minimum guidelines and set standards for others.
* Support Organisational Readiness activities.
* Participate in additional HMMS initiatives and project work under the direction of the HMMS Senior System Manager and HMMS Implementation Lead
* Support end-users in sites during the HMMS go-live period
* To carry out any other duties in keeping with the role and grade.
* Adequately identify, assess, manage and monitor risk within your area of responsibility.
* Engage in the HSE performance achievement process in conjunction with your Line Manager and staff as appropriate.
* Act as spokesperson for the Organisation as required
* Have a working knowledge of HSE guidelines, Health Information and Quality Authority (HIQA) Standards and other standards as they apply to the role for example National Standards for Safer, Better Healthcare, National Standards for the Prevention and Control of Healthcare Associated Infections etc. and comply with associated HSE protocols for implementing and maintaining these standards.
* To support, promote and actively participate in sustainable energy, water and waste initiatives to create a more sustainable, low carbon and efficient health service.
* 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** | ***This campaign is confined to staff who are currently employed by the HSE, TUSLA, other statutory health agencies\*, or a body which provides services on behalf of the HSE under Section 38 of the Health Act 2004 as per Workplace Relations Commission agreement -161867***\*A list of ‘other statutory health agencies’ can be found [[here](http://health.gov.ie/about-us/agencies-health-bodies/).](http://health.gov.ie/about-us/agencies-health-bodies/) [247584\_c223c6e7-2d32-4ace-923d-4b263ec7df07.xlsx](https://assets.gov.ie/247584/c223c6e7-2d32-4ace-923d-4b263ec7df07.xlsx) **Eligibility Criteria – Qualifications and/or experience** 1. **Professional Qualifications, Experience, etc.:**

(a) Eligible applicants will be those who on the closing date for the competition: 1. Have satisfactory experience as a Clerical Officer in the HSE, TUSLA, other statutory health agencies, or a body which provides services on behalf of the HSE under Section 38 of the Health Act 2004.

**Or**1. Have obtained a pass (Grade D) in at least five subjects from the approved list of subjects in the Department of Education Leaving Certificate Examination, including Mathematics and English or Irish1 . Candidates should have obtained at least Grade C on higher level papers in three subjects in that examination.

**Or**1. Have completed a relevant examination at a comparable standard in any equivalent examination in another jurisdiction.

**Or**1. Hold a comparable and relevant third level qualification of at least level 6 on the National Qualifications Framework maintained by Qualifications and Quality Ireland, (QQI).

*Note1: Candidates must achieve a pass in Ordinary or Higher-level papers. A pass in a foundation level paper is not acceptable. Candidates must have achieved these grades on the Leaving Certificate Established programme or the Leaving Certificate Vocational programme. The Leaving Certification Applied Programme does not fulfil the eligibility.* Candidates must possess the requisite knowledge and ability, including a high standard of suitability, for the proper discharge 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.**Age**Age restrictions shall only apply to a candidate where he/she is not classified as a new entrant (within the meaning of the Public Service Superannuation Act, 2004). A candidate who is not classified as a new entrant must be under 68 years of age on the first day of the month in which the latest date for receiving completed application forms for the office occurs. |
| **Post Specific Requirements** | **Applicants must, at the latest date of application, clearly demonstrate, some of the criteria listed below as relevant to the role:*** Experience in ICT implementation projects or supporting operational ICT systems with responsibilities involving one or more of
	+ System Integration,
	+ Data and Reporting,
	+ System optimisation post deployment
* Experience in data analysis and managing complex datasets using tools such as Excel, Power BI, and other statistical software packages
* Demonstrate your experience of a Medicines Management system
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| **Other requirements specific to the post** | * Access to appropriate transport to fulfil the requirements of the role as this post may involve travel.
* HMMS involves interacting with acute and non-acute hospitals, the successful candidate will be expected to travel to, and engage with, the hospital sites that are included in the project.

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| **Skills, competencies and/or knowledge** | **Professional Knowledge & Experience*****Demonstrates*** * Knowledge/experience of integrated hospital-based clinical systems
* An understanding of secondary health services in Ireland
* An awareness of the primacy of the patient in relation to all health service activity and the importance of the HMMS in supporting a high quality, person-centred service.
* An understanding of data protection as it applies to the role.
* An understanding of information governance as it applies to the role
* Excellent MS Office skills to include, Word, Excel PowerPoint and Power BI
* Knowledge and experience of using an email system effectively e.g. Outlook, Lotus Notes.
* An awareness of the HSE’s Digital Health Strategic Implementation Roadmap, Digital for Care 2030 and of Slaintecare

**Leadership, Teamwork Skills and Managing Change****Demonstrates:*** Capacity for management responsibility and demonstration of initiative
* Leadership skills and the capacity to inspire teams to the confident delivery of excellent services
* Ability to support, supervise, develop and empower staff in changing work practices in a challenging environment within existing resources
* An ability to effectively lead groups or projects to successful outcomes.
* Initiative in proactively identifying inefficiencies and implementing solutions
* The capacity to encourage others to embrace the change agenda

**Operational Excellence - Managing & Delivering Results** **Demonstrates:*** Ability to plan and organise own work and that of others, delegating appropriately within resources available
* Ability to plan and manage resources in a changing environment
* The ability to improve efficiency within the working environment and the ability to evolve and adapt to a rapidly changing environment
* The ability to work to tight deadlines and operate effectively with multiple competing priorities
* A capacity to operate successfully in a challenging operational environment while adhering to quality standards
* Ability to seek and seize opportunities beneficial to achieving organisation goals and strives to improve service delivery
* Adequately identifies, manages and reports on risk within area of responsibility

**Critical Analysis & Decision Making****Demonstrates:*** Effective problem solving skills, including the ability to anticipate problems and recognise when to involve other parties at the appropriate time and level
* The ability to rapidly assimilate and analyse complex information, considering the impact of decisions before taking action and anticipating challenges
* Makes evidence based timely decisions
* A capacity to develop new proposals and put forward solutions to address problems in a timely manner.
* Ability to gather information from subject matter experts.

**Communication & Interpersonal Skills****Demonstrates:*** Excellent interpersonal and communications skills to facilitate work with a wide range of individuals and groups
* Excellent oral and written communication skills including the ability to present information in a confident, logical and convincing manner
* A capacity to influence and negotiate ensuring delivery on stretched objectives
* The ability to interact in a professional manner with health staff and other key stakeholders
* Excellent written, verbal communication and collaboration skills

**Commitment to a Quality Service****Demonstrates:*** Evidence of interest and passion in engaging with and delivering on better outcomes for service users
* An ability to cope with competing demands without a diminution of performance
* Demonstrably identifies with and is committed to the core values of the HSE and places a high emphasis on achieving standards of excellence
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| **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. For further information on the HSE commitment to Diversity, Equality and Inclusion, please visit the Diversity, Equality and Inclusion web page at <https://www.hse.ie/eng/staff/resources/diversity/>  |
| **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.The CPSA Code of Practice can be accessed via <https://www.cpsa.ie/>. |
| 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. |

**Grade VII Hospital Medicines Management System (HMMS)**

**Implementation & Application Lead**

**Terms and Conditions of Employment**

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| **Tenure**  | The current vacancies available are **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. |
| **Working Week** | The standard working week applying to the post is 35 hours.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 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.For further information, guidance and resources please visit: [HSE Children First webpage](https://www.hse.ie/eng/services/list/2/primarycare/childrenfirst/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)