



Beaumont Hospital

Ospidéal Beaumont



RCSI HOSPITALS
OSPIDÉIL RCSI

Directorate Business Manager

Directorate of Laboratory Medicine

September - October 2017

Post Title	Directorate Business Manager
Post Status:	Permanent
Departments	Directorate of Laboratory Medicine
Location:	Beaumont Hospital, Dublin 9
Reports to:	Clinical Director – overall performance of the Directorate Head of Operations/Deputy CEO – interface/compliance to hospital strategic and operational objectives
Salary:	Appointment will be made on Grade VIII (€65,812- €76,720) at a point in line with Government pay policy.
Hours of work:	Full-Time
Closing Date:	12 Noon on 9 th October 2017

Position Summary:

The Business Manager is a key member of the Directorate Management Team providing leadership to ensure the operational management and service delivery targets of the Directorate. The post holder will work on behalf of the Clinical Director and in conjunction with Directorate Nurse Manager as required.

The Business Manager will have responsibility for the following within his/her defined scope:-

- Operational Management
- Service Planning
- Performance and Financial Management
- Strategic Planning
- HR Management and Organisational Development
- Quality Assurance and Risk Management

Building on the Clinicians in Management initiative (CIM) approved by the Department of Health in 1998 and following international practices with respect to management within acute hospital settings, the overriding aim is to maximise standards of patient care within resources available. The cornerstone is the involvement of Clinicians in Management supported by a Directorate Management Team (Business Manager and Directorate Nurse Manager and associated direct reports) and sharing services within an effective corporate infrastructure. This involves moving decision making closer to the point of service delivery and creating and maintaining effective working partnerships between clinicians and managers and highlighting the involvement of all healthcare professionals in the planning, managing and delivery of services.

The Directorate concept focuses on:

- performance targets being met without disruption or crisis
- wasted activity and cost is eliminated
- all staff and services providers are aware of what is expected of them and are confident both in themselves and their colleagues that it will be delivered
- ways of improving performance are constantly being sought, suggested, evaluated and implemented.



Principal Duties and Responsibilities:

A. Operational Management

- i. Responsible for the operational management of the Clinical Directorate ensuring the efficient and effective day to day running of the Unit, matching resources to need with flexibility to respond to workload pressures.
- ii. Develop and deliver effective operational plans linked to the hospital strategy and organisational development programme, ensuring that organisational and national targets are met.
- iii. To be responsible for the management of all non medical and non nursing staff within the Directorate (some of these staff will have alternative professional reporting relationships to their relevant Head of Profession but the Business Manager is responsible for their operational management as part of the Directorate staff.
- iv. Manage the operational implementation of new service initiatives, including liaising with stakeholders, developing operational policies and guidelines as required.
- v. To provide frontline general management advice and support to the Directorate Management Team which includes human resource and workforce planning support, budgetary analysis, performance analysis and problem solving advice.
- vi. To foster close co-operation and integration of services within the Directorate.
- vii. To co-ordinate an annual review of equipment requirements, ensuring that relevant submissions are made under the capital programme. In addition, develop an equipment replacement programme, liaising with the Finance Department and seeking to influence funding providers as appropriate.

B. Service Planning

- i. To be responsible for the co-ordination of the annual business plan for the Directorate, which contributes to the Hospital's provider plan with the HSE.
- ii. To be responsible for the co-ordination, review and planning of services to meet service agreement requirements stipulated by the HSE and to support the development of plans to achieve required changes in service provision, working closely with the Directorate Management Team and relevant Heads of Professions, Corporate and Facilities Managers and staff.
- iii. To be responsible for the development of business cases and/or other proposals for improvements or modernisation of services.
- iv. To be responsible for the identification of cost improvements, service developments and income generation opportunities within the Directorate.
- v. To implement proven business management technologies within the Directorate to strengthen performance and enhance its reputation internally within the Hospital and externally with the public, General Practitioners and the HSE.
- vi. To lead projects which improve the quality of services provided to patients evidenced by improved performance against national and international benchmarks.



C. Performance and Financial Management.

- i. To monitor, control and report on Directorate activity and income and expenditure, working closely with the Financial Controller, Business Development and Performance Manager and Head of Operations.
- ii. To act as a budget manager for the Directorate in respect of devolved resources.
- iii. To manage any resource delegated to the Directorate, eg, service upgrades, minor capital works, etc.
- iv. To be accountable for the effective use of resources, alerting the Clinical Director in respect of imminent budgetary overspends and ensuring that all the hospital's standing financial instructions and standing orders are adhered to.
- v. To develop a series of performance indicators for the Directorate which support the achievement of hospital-wide Key Performance Indicators, emerging Balance Score Sheet targets etc.
- vi. To work with functional and professional heads to develop mechanisms to ensure that clinical activity is measured accurately and fully costed where appropriate.
- vii. To monitor and track performance targets and develop internal and external comparative performance monitoring information to support and inform decision-making within the Directorate and hospital wide.
- viii. To ensure that the quality of data regarding all activity within the sphere of responsibility of the Directorate is of the highest quality and that individual managers and staff understand their roles and responsibilities with respect to data accuracy.
- ix. To support and assist the Clinical Director in monitoring the activity of Consultants within the Directorate and ensuring compliance with the Consultant Contract 2008 requirements.
- x. Establish mechanisms which provide the Clinical Director with timely management information regarding performance against contracts, budgets and targets.
- xi. To participate in pricing and costing models working towards aligning patient activity by diagnostic condition to expenditure.
- xii. To support the development of a service level agreement process by participating in developing and designing this and by supplying information to understand costs, pricing of service, case mix identification and other relevant information.
- xiii. To contribute to the development and implementation of corporate strategies and decisions within the hospital.
- xiv. To promote a corporate approach to the hospital's overall strategy objectives, mission and values.
- xv. With the Clinical Director and Directorate Nurse Manager lead initiatives in strategic planning, development and redesign of services.

D. HR Management and Organisational Development

- i. Manage all non-nursing staff within the Directorate, complying with hospital HR policies and procedures.
- ii. Maximise the contribution of these staff by developing systems for performance appraisal, personal development, individual and organisational development and continued skill mix review.



- iii. Ensure that the responsibilities and objectives for direct reports are clearly defined and understood – job descriptions and person specifications up-to- date.
- iv. In conjunction with the Directorate Management Team and other relevant heads of functions and professions regularly reviewing staff complements and skill mix across the Directorate to ensure that staffing is appropriate for current and projected clinical and operational demands.
- v. In partnership with the HR, develop local strategies for the recruitment and retention of staff. Participate in Directorate recruitment and ensure that effective local induction compliments the Corporate Induction Programme.
- vi. Be responsible for managing sickness and absence in accordance with hospital policy.
- vii. Manage and implement all staff related issues in accordance with HR policies and procedures.
- viii. Be responsible for facilitating all staff to continue their education and personal development to support improved organisational performance.
- ix. Liaise with the Learning and Development Department to compile a Directorate Training and Education Plan encompassing mandatory, corporate and personal development objectives and to realise the capabilities and contribution of all staff.
- x. Ensure the involvement of all staff through open and direct communication to sustain a high level of commitment and flexibility from the Directorate workforce through implementing the hospital Communication Strategy and in particular the Team Briefings Policy.
- xi. Promote equal opportunity and adherence to best practice employment and approaches to managing and implementing change.

E. Quality Assurance and Risk Management

- i. Contribute to the development and lead on the implementation of best practice service modernisation and improvement plans and strategies within the Directorate.
- ii. Encourage a culture of continuous improvement and mutual co-operation in the achievement to the highest possible standards of clinical care and maximum efficiency.
- iii. To work with the Directorate Management Team, stakeholders and colleagues to develop clinical governance systems within the Directorate which ensure that all relevant HIQA and international standards are met.
- iv. With the Directorate Management Team to ensure that effective leadership and systems are in place for the routine evaluation of infection control data, compliance with hygiene audits and the hospital's infection control policies and procedures.
- v. To ensure that the Directorate has an effective process for risk assessment and risk management.
- vi. To co-ordinate the Directorate's participation in local risk management initiatives to monitor clinical and non clinical issues with the Directorate ie Health & Safety, Infection Control, Occupational Health, Fire Safety, environmental and organisational risks.
- vii. To co-ordinate the processing of adverse incidents within the Directorate ensuring that they are investigated promptly, respecting confidentiality, instigating preventative action where necessary to fulfil IQS policies and procedures.



Selection Criteria:

Selection criteria outline the qualifications, skills, knowledge and/or experience that the successful candidate would need to demonstrate for successful discharge of the responsibilities of the post.

Applications will be assessed on the basis of how well candidates satisfy these criteria.

<u>Criteria:</u>	<u>Essential</u>	<u>Desirable</u>
<u>Qualifications:</u>	<ul style="list-style-type: none">▪ Educated to degree level or equivalent experience or <ul style="list-style-type: none">▪ Demonstrated experience in a similar role▪ Career progression through continuing professional development	<ul style="list-style-type: none">▪ Masters level in a related field
<u>Experience:</u>	<ul style="list-style-type: none">▪ Experience of middle/senior management in a complex organisation▪ Highly developed specialist knowledge of managing multi-professional teams▪ Successful operational management in a multi-professional environment▪ Day-to-day people management including, recruitment and retention, performance management, etc▪ Budgetary management▪ Operational planning and implementation including strategic planning and options appraisal	<ul style="list-style-type: none">▪ Health Services management experience

<u>Criteria:</u>	<u>Essential</u>	<u>Desirable</u>
	<ul style="list-style-type: none">▪	
<u>Special Knowledge:</u>	<ul style="list-style-type: none">▪ Sound knowledge of the working of the wider healthcare system in Ireland and internationally▪ Sound understanding of the HSE Transformation Agenda▪ Comprehensive knowledge and practical understanding of financial and commissioning frameworks▪ Workforce and capacity planning, managing waiting lists and developing business cases	<ul style="list-style-type: none">▪ Knowledge of social services and voluntary organisations.



	<ul style="list-style-type: none"> Knowledge and application of key policies and procedures to include access to services, Health and Safety, HR Guidance and Governance etc. 	
<u>Behaviours:</u>	<ul style="list-style-type: none"> Strong negotiation and influencing skills and diplomacy Effective team leader and team player with the ability to work flexibly in a diverse and highly demanding team Working well under pressure of time and resources Fair, honest and consistent in approach Self management, demonstrating resilience 	
<u>Practical Skills:</u>	<ul style="list-style-type: none"> Excellent change management skills including major service reconfiguration Analytical skills, literacy and numeracy. Ability to analyse highly complex data and formulate reports 	

<u>Criteria:</u>	<u>Essential</u>	<u>Desirable</u>
	<ul style="list-style-type: none"> Project Management Skills Able to develop effective working partnership skills within and beyond employing organisation Excellent presentation skills using a variety of options and mechanisms Manage clinical and business risks developing action plans to improve performance 	
<u>Aptitude:</u>	<ul style="list-style-type: none"> Intellectual capacity to provide vision and direction to the Directorate to seize service opportunities and develop services Self management in order to achieve appropriate work life balance 	



Beaumont Hospital

Ospidéal Beaumont



RCSI HOSPITALS
OSPIDÉIL RCSI

Informal Enquiries only to:

Name:	Mr. Aidan McGrath
Title:	Head of Recruitment
Email address:	aidanmcgrath@beaumont.ie
Telephone:	01 809 2575

Application Procedure:

Candidates should submit a full curriculum vitae to include the names and contact details of 2 referees (email addresses if possible) to recruitmentoffice@beaumont.ie, referencing the job vacancy in the subject line.

A short listing exercise may be carried out on the basis of information supplied in your application. The criteria for ranking and or short listing are based on the requirements of the post as outlined in the eligibility criteria and skills, competencies and/or knowledge section of this job specification.

Please note a panel may be formed of successful candidates should additional vacancies arise