**Business Manager, Unscheduled Care, GUH**

**Job Specification & Terms and Conditions**

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| **Job Title, Grade Code** | Business Manager, Unscheduled Care, GUH Grade code: 0582  |
| **Remuneration** | The salary scale for the post as of **01/03/2025** is: 59,419 60,870 62,566 64,268 65,976 67,501 69,054 70,566 72,067 **74,650 77,243 LSIs**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** | G10684  |
| **Closing Date** | 10am on 14th August 2025 via Rezoomo only |
| **Proposed Interview Date (s)** | Interviews will be held as soon as possible after the closing date. Candidates will normally be given at least one week’s 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** | Galway University HospitalsThere is currently one permanent whole-time vacancy available in Galway University HospitalsA panel may be formed as a result of this campaign for Galway University Hospitals from which current and future, permanent and specified purpose vacancies of full or part-time duration may be filled.  |
| **Informal Enquiries**  | We welcome enquiries about the role. Contact Maria Molloy, Deputy General Manager, GUHEmail: Mariam.molloy@hse.ie Telephone: 091-893668 for further information about the role. |
| **Details of Service** | The West and North West region provides acute and specialist hospital and community services to the West and North West of Ireland – counties Galway, Mayo, Roscommon, Sligo, Leitrim, Donegal and adjoining counties.The region comprises of 7 hospitals across 8 sites:* Letterkenny University Hospital (LUH)
* Mayo University Hospital (MUH)
* Portiuncula University Hospital (PUH)
* Roscommon University Hospital (RUH)
* Sligo University Hospital (SUH) incorporating Our Lady’s Hospital Manorhamilton (OLHM)
* Galway University Hospitals (GUH) incorporating University Hospital Galway (UHG) and Merlin Park University Hospital

The region’s Academic Partner is University of Galway.The region covers one third of the land mass of Ireland, it provides health care to a population of 830,000, employs over 20,000 staff **Vision**Our vision is to be a leading academic Hospital providing excellent integrated patient-centred care delivered by skilled caring staff.**Guiding Principles**Care – Compassion – Trust – LearningOur guiding principles are to work in partnership with patients and other healthcare providers across the continuum of care to:* Deliver high quality, safe, timely and equitable patient care by developing and ensuring sustainable clinical services to meet the needs of our population.
* Deliver integrated services across the Hospitals and communities, with clear lines of responsibility, accountability and authority, whilst maintaining individual hospital site integrity.
* Continue to develop and improve our clinical services supported by education, research and innovation, in partnership with NUI Galway and other academic partners.

Recruit, retain and develop highly-skilled multidisciplinary teams through support, engagement and empowerment. |
| **Mission Statement** | Patients are at the heart of everything we do. Our Mission is to provide high quality and equitable services for all by delivering care based on excellence in clinical practice, teaching, and research, grounded in kindness, compassion and respect, whilst developing our staff and becoming a model employer.**OUR GUIDING VALUES** **Respect** - We are an organisation where privacy, dignity, and individual needs are respected, where staff are valued, supported and involved in decision-making, and where diversity is celebrated, recognising that working in a respectful environment will enable us to achieve more. **Compassion** - we treat patients and family members with dignity, sensitivity and empathy.**Kindness** - whilst we develop our organisation as a business, we will remember it is a service, and treat our patients and each other with kindness and humanity. **Quality** – we seek continuous quality improvement in all we do, through creativity, innovation, education and research. **Learning** - we nurture and encourage lifelong learning and continuous improvement, attracting, developing and retaining high quality staff, enabling them to fulfil their potential. **Integrity** - through our governance arrangements and our value system, we will ensure all of our services are transparent, trustworthy and reliable and delivered to the highest ethical standards, taking responsibility and accountability for our actions. **Team working** – we engage and empower our staff, sharing best practice and strengthening relationships with our partners and patients to achieve our Mission. **Communication** - we communicate with patients, the public, our staff and stakeholders, empowering them to actively participate in all aspects of the service, encouraging inclusiveness, openness, and accountability.*These Values shape our strategy to create an organisational culture and ethos to deliver high quality and safe services for all we serve and that staff are rightly proud of.* |
| **Reporting Relationship** | The Unscheduled Care Business Manager, GUH will report to the Deputy General Manager, GUH |
| **Key Working Relationships** | In the execution of their role, the Business Manager will have close working relationships with the Hospital Management Team, with the various ACDs and Clinical Leads and Service Managers within the Directorate structures, Emergency Department (ED) and Acute Floor, Patient flow team, Discharge coordinators, Bed management, Diagnostic departments and Medical/Perioperative Directorates |
| **Purpose of the Post**  | * The Business Manager will provide business support and strategic management of unscheduled care services and the business management function of the services within the Emergency Department and the Acute Floor.
* The Business Manager will play a pivotal role in assisting the operational management of the Patient Flow service in GUH and will drive performance against unscheduled care targets.
* This post will support the management of unscheduled care by supporting performance improvement projects/initiatives in unscheduled care and data analytics
* HR processes including line management of the clerical grades within the unscheduled care team
* Service planning including operational and strategic plan development and implementation
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| **Principal Duties and Responsibilities** | * The post holder will support the principle that care of the patient comes first at all times and will approach their work with the flexibility and enthusiasm necessary to make this principle a reality for every patient to the greatest possible degree
* Maintain awareness of the primacy of the patient in relation to all hospital activities.
* Performance management systems are part of the role and you will be required to participate in the hospital performance management programme

**General Management*** Support the data analytics and business functions of unscheduled care and the acute floor.
* Drive performance against unscheduled care targets with a particular emphasis on sustainable improvement.
* Monitor and report on GUH performance against national unscheduled care targets, including daily performance on emergency department trends.
* Assist in the implementation of the recommendations of the Emergency Department Task Force and other relevant projects and initiatives.
* Assist in the implementation of improvements including accountability in all areas of ED and Acute Floor performance which may have an impact on the efficient and effective delivery of activity targets and a positive impact on the patient experience.
* Prepare and assess business cases in respect of development options
* Prepare and deliver information regarding unscheduled care to relevant stakeholders as needed
* Coordinate actions regarding states of escalation in unscheduled care
* Lead out / manage the preparation of briefing documents and presentations, report writing, responses to Parliamentary Questions and media queries, dealing with FOI requests etc.
* Support Hospital Management in the development of optimizing patient flow and discharge in the delivery of patient care in an efficient, effective and equitable manner
* Work with the Patient flow Team, Discharge coordinators, Bed management,Diagnostic departments and other relevant services, in ensuring that quality of patient care has primacy in the network’s execution of its business
* Plan and organise clerical/ administrative requirements and services within the patient flow team as appropriate to the role, including safety flow huddle, medical redistribution and integrated length of stay rounds
* Support and enable effective communications processes within the patient flow team and between relevant teams
* Support appropriate committees, working groups and meetings as appropriate to the role
* Ensure that the principles of risk management and clinical governance inform all aspects of unscheduled care
* Working closely with patient flow team, ensure robust risk management and quality and safety processes are in place across the team
* Support the development and implementation of standardised pathways and processes for Patient Flow, working in collaboration with Hospital Management
* Act as Project Lead for assigned projects in relation to patient flow, including interfaces with all directorates and diagnostic services (Radiology, Cardiology, Endoscopy, Laboratory)

**Human Resources / Supervision of Staff*** Ensure Employment Control Framework adherence and support workforce planning in their area of responsibility
* Supervise, support and enable other clerical staff members within their area of responsibility to carry out their responsibilities.
* Review the conduct and completion of assignments of other staff in accordance with the operational plan and expected quality standards.
* Create and maintain a positive working environment among staff members, which contributes to maintaining and enhancing effective working relationships.
* Manage the performance of staff, dealing with underperformance in a timely and constructive manner.
* Monitoring of sickness/absence and implementation of local and national control measures at Department Level. Proactively manage persistent poor staff attendance
* Identify and agree training and development needs of the team and design plans to meet those needs.
* Conduct regular staff meetings to keep staff informed and to hear views.

**Standards, Regulations, Policies, Procedures & Legislation*** Ensure accurate attention to detail and consistent adherence to procedures and current standards within area of responsibility.
* 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 etc.
* Pursue continuous professional development in order to develop management expertise and professional knowledge.
* Have a working knowledge of the 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.
* 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

**Resource Management*** Ensure the collection, collation, analysis and presentation of data and information requirements for Patient Flow, in collaboration with the team.
* Liaise with Business Managers/ Directorate Supports in other directorates/ networks and central units with a view to maximising deployment and use of clerical/ administrative and other non-clinical resources
* Ensure efficient and effective use of all resources assigned to the control of the Business Manager by Hospital Management
* Co-ordinate and support Patient Flow in the service planning process
* Play a lead role in the preparation of business plans/ business cases and budgetary bids
* Support the Hospital Management Team in developing operational plans for the service delivery
* Support the Hospital Management Team in managing, handling and progressing complaints, incidents and patient safety issues
* Have a working knowledge of the 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.
* Support, promote and actively participate in sustainable energy, water and waste initiatives to create a more sustainable, low carbon and efficient health service.

**KPI’s*** The identification and development of Key Performance Indicators (KPIs) which are congruent with the Hospital’s service plan targets.
* The development of Action Plans to address KPI targets.
* Driving and promoting a Performance Management culture.
* In conjunction with line manager assist in the development of a Performance Management system for your profession.
* The management and delivery of KPIs as a routine and core business objective.

**PLEASE NOTE THE FOLLOWING GENERAL CONDITIONS:*** Employees must attend fire lectures periodically and must observe fire orders.
* All accidents within the Department must be reported immediately.
* Infection Control Policies must be adhered to.
* In line with the Safety, Health and Welfare at Work Acts 2005 and 2010 all staff must comply with all safety regulations and audits.
* In line with the Public Health (Tobacco) (Amendment) Act 2004, smoking within the Hospital Buildings is not permitted.
* Hospital uniform code must be adhered to.
* Provide information that meets the need of Senior Management.
* To support, promote and actively participate in sustainable energy, water and waste initiatives to create a more sustainable, low carbon and efficient health service.

**Risk Management, Infection Control, Hygiene Services and Health & Safety*** The management of Risk, Infection Control, Hygiene Services and Health & Safety is the responsibility of everyone and will be achieved within a progressive, honest and open environment.
* The post holder must be familiar with the necessary education, training and support to enable them to meet this responsibility.
* The post holder has a duty to familiarise themselves with the relevant Organisational Policies, Procedures & Standards and attend training as appropriate in the following areas:
	+ Continuous Quality Improvement Initiatives
	+ Document Control Information Management Systems
	+ Risk Management Strategy and Policies
	+ Hygiene Related Policies, Procedures and Standards
	+ Decontamination Code of Practice
	+ Infection Control Policies
	+ Safety Statement, Health & Safety Policies and Fire Procedure
	+ Data Protection and confidentiality Policies
* The post holder is responsible for ensuring that they become familiar with the requirements stated within the Risk Management Strategy and that they comply with the Region’s Risk Management Incident/Near miss reporting Policies and Procedures.
* The post holder is responsible for ensuring that they comply with hygiene services requirements in your area of responsibility. Hygiene Services incorporates environment and facilities, hand hygiene, catering, cleaning, the management of laundry, waste, sharps and equipment.
* The post holder must foster and support a quality improvement culture through-out your area of responsibility in relation to hygiene services.
* The post holders’ responsibility for Quality & Risk Management, Hygiene Services and Health & Safety will be clarified to you in the induction process and by your line manager.
* The post holder must take reasonable care for his or her own actions and the effect that these may have upon the safety of others.
* The post holder must cooperate with management, attend Health & Safety related training and not undertake any task for which they have not been authorised and adequately trained.
* The post holder is required to bring to the attention of a responsible person any perceived shortcoming in our safety arrangements or any defects in work equipment.
* It is the post holder’s responsibility to be aware of and comply with the HSE Health Care Records Management/Integrated Discharge Planning (HCRM / IDP) Code of Practice.

**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) Eligible applicants will be those who on the closing date for the competition:Have satisfactory experience in an office under 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 at a level not lower than that of Grade IV (or equivalent)**AND**Have not less than two years satisfactory experience either in that officer or in an office at a level not lower than that of 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**AND**(b) Candidates must possess the requisite knowledge and ability, including a high standard of suitability, for the proper discharge of the office, including demonstration of their experience working in the Urgent and Emergency care environment to assist patient flow**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** | A flexible approach to working hours is required in order to ensure deadlines are met.The successful candidate should have access to appropriate transport to fulfil the requirements of the role as the post may involve travel to locations which may not be accessible by public transport in some cases. |
| **Skills, competencies and/or knowledge** | ***Demonstrates the following****:* **Knowledge & Professional Knowledge*** Demonstrate depth and breadth of experience of managing and working collaboratively with multiple internal and external stakeholders to achieve results as relevant to the role
* Demonstrate depth and breadth of experience of collating and managing data as relevant to the role
* Demonstrate depth and breadth of experience of working in a changing environment as relevant to the role.
* Demonstrate a working knowledge of GUH IT systems
* A detailed understanding of the Acute Operations function and Hospital Groups, to include the relationships with Community Health Organisations and the scheduled and unscheduled care pathways and HSE reform.
* Demonstrate evidence of project management skills encompassing all streams of work with key objectives priorities to achieve National Regional and internal milestones and responsibilities
* Demonstrate awareness of Quality Focus initiative in line with GUH’s Continuous Quality Improvement Programme
* Demonstrate capacity for management responsibility and demonstration of initiative, including decision making. Improve efficiency within working environment ability to evolve and adapt to a Rapid Changing Environment
* Be aware of and adhere to relevant standards policies and legislation for example Health and Safety, Freedom of Information Act 1997, Childcare Act, HIQA Standards

**Planning & Organising*** The ability to look ahead and forward plan for service developments. Anticipates trends and identifies opportunities. Ensures that the learning from new service models and practices influences service planning
* Evidence of incorporating the needs of the service user into service delivery
* Evidence of proactively identifying areas for improvement and the development of practical solutions for their implementation
* Evidence of practicing and promoting a strong focus on delivering high quality customer service for internal and external customers
* A commitment to continuing professional development
* Evidence of ability to manage and deliver a project
* Demonstrate the ability to work in a changing environment.

**Leadership & Teamwork*** The ability to ensure that critical human and material resources are allocated in an effective way, monitors activity levels and intervenes to align resources and maximise efficiencies

**Critical Analysis & Decision Making*** The ability to analyse data/ information and communicate/ key messages arising from this
* 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
* Have the ability to consider the range of options available, involve other parties at the appropriate time and level and to make balanced and timely decisions
* Demonstrate knowledge and application of evidence based decision making practices and methodologies

**Policies and Procedures*** The ability to design and implement structured policies and systems for the management of service delivery in consultation with key stakeholders and ensures clear role accountability for service levels, quality and decision making discretion
* An understanding of the challenges of leading a complex change process
* An understanding of Irish health services and HSE reform
* An understanding of the services provided by the Hospital Group

**Communication & Interpersonal Skills*** The ability to present information clearly, concisely and confidently when speaking and in writing and tailoring to meet the needs of the audience
* The ability to make a compelling case to positively influence the thinking of others.
* Is strategic in how he/she goes about influencing others: shows strong listening and sensing skills
* The ability to build and maintain relationships with colleagues and other stakeholders to assist in performing the role
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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 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, Unscheduled Care, GUH**

**Terms and Conditions of Employment**

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| **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. |
| **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.  |

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)