

JOB SPECIFICATION PROGRAMME DIRECTOR NATIONAL PATHOLOGY PROGRAMME

CLINICAL STRATEGY AND PROGRAMMES DIRECTORATE

The Directorate of Clinical Strategy and Programmes and Directorate of Quality Risk and Clinical Care, have been recently established within the HSE. Their role is to strengthen clinical leadership, improve clinical performance, and ensure care is delivered in a manner that maximizes quality while minimising expenditure.

The Clinical Strategy and Programmes Directorate is establishing national programmes to execute this function. These national programmes will provide the change leadership required:

- a. To develop national treatment guidelines, standard operating procedures, (SOP), care pathways, decision support algorithms, and performance metrics.
- b. .To support local implementation of best practice and correction of underperformance.
- c. To provide a sustained focus in improvement in quality and resource utilisation in the medium to long term
- d. To identify and implement innovations that will deliver measurable improvements in access, quality, and resource utilization within the short term.
- e. To provide effective communication to stakeholders within and outside the HSE.
- f. To support the design and implementation of a transparent resource allocation model.

PROGRAMME DIRECTOR NATIONAL PATHOLOGY PROGRAMME

The Programme Director will be responsible for developing and leading the National Programme for Pathology and will be supported by key support roles.

The Programme Director will work within the context of an overall agreed national governance structure covering all Clinical Programmes. It is through this governance structure that the clinical management guidelines will be approved.

REPORTING RELATIONSHIPS

The Programme Director for Pathology will be appointed jointly by the HSE and Faculty of Pathology, RCPI.

The Programme Director shall report to the Director of Clinical Strategy and Programmes (DCSP) and shall ensure that the DCSP is provided with all necessary information to exercise governance and policy responsibilities.

Key relationships: HSE, Faculty of Pathology, RCPI, HSE National Directors, Regional Directors of Operations, Clinical Directors, DOHC, Professional representative groups.

RESPONSIBILITIES

It is the responsibility of the Programme Director to develop a national strategy for the provision of pathology services in Ireland working in collaboration with the Laboratory Medicine Modernisation Programme. The strategy shall be informed by the Ten Principles document (see below).

Ten Principles for Modernisation of Laboratory Medicine

- 1) **Accreditation** of all laboratories
 - a) Laboratory Medicine services to support patient and clinician requirements in the context of the ongoing transformation of the Irish health system
 - b) Think beyond ISO-15189 - include patient-centred QA and clinical audit
- 2) **Clinical Input** in all disciplines – to be increased
 - a) Appoint more specialist pathologists in the subspecialties
 - b) Provide more clinical audit
 - c) Provide more clinical services
- 3) **Networks** – develop a network of National, Regional, Local laboratories
 - a) Develop a directorate management structure
 - b) Incorporate Hot and Cold models
 - c) Centralise complex low-volume work to specialised centres, and high volume automated tests to core labs
 - d) Include education and training of pathologists and scientists
 - e) Include provision for R&D
 - f) Integration of primary and secondary care services
 - g) Appropriate development of subspecialty areas, including paediatrics
- 4) **Manage Demand** in Primary and Secondary Care
 - a) Develop clinical screening programmes with approved investigation strategies (CHD, diabetes, prostate, thyroid)
 - b) Common investigation protocols, standardised test codes and test selection menus, national lab e-handbook
- 5) **IT Connectivity** – upgrade to support new network/hot and cold labs, to include:
 - a) Unique patient identifier needed
 - b) Electronic ordering and reporting
 - c) Inter-lab connectivity (e.g. for referred tests)
 - d) Clinical-Laboratory connectivity and GP connectivity
- 6) **Improved work practices**
 - a) Linked with patient needs, and ongoing clinical/hospital reforms
 - b) Extended opening hours, multidisciplinary teams (e.g. lab aides, basic medical scientists staffing core workstations)
 - c) Consider an integrated scientific staffing spine
- 7) Use **Core Labs** Technology

8) Improved Phlebotomy and Transport Logistics

- a) Community phlebotomy centres
- b) Access based on patient need (common waiting list), not ability to pay

9) Develop a **charging/ cost/workload model** using standardised test codes

- a) Is it appropriate to continue to offer pathology testing free of charge at public facilities to all private patients (including those attending private hospitals)?
- b) Which investigations would remain free of charge (e.g. testing as part of an approved clinical programme) and which are chargeable?
- c) Charges for occupational testing, life insurance examinations?, etc
- d) Eligibility
- e) Value For Money (VFM) considerations

10) **POCT** – support implementation of National POCT Guidelines

- a) Including an accreditation scheme for POCT facilities in the community (hospital POCT is covered by hospital accreditation schemes)

The Programme Director responsibilities include:

- To develop national guidelines, standard operating procedures, (SOP), decision support algorithms, performance metrics, in all aspects of clinical laboratory medicine.
- To support local implementation of best practice and correction of underperformance.
- To provide a sustained focus in improvement in quality and resource utilisation in the medium to long term
- To identify and implement innovations that will deliver measurable improvements in access, quality, and resource utilisation within the short term
- Provide pathology specific leadership in development of a transparent and objective resource allocation model.
- Presentation of the strategy to diverse groups, including public representatives, the media, and patient groups.
- Defining integrated multidisciplinary guidelines that cover all relevant aspects of service delivery across all areas of the HSE, including hospitals, community and primary care services, voluntary sector and patient representative organizations.
- Identification of the inputs and resources required to support to effective operation of the service within the guidelines.
- Continue to provide expert guidance in view of changing clinical laboratory practice, integrate evidence based care research into practice guidelines. Direct and manage clinical laboratory support to innovative and novel ways of care and service delivery in the new clinical programmes.
- Continued evaluation of current service delivery based on agreed targets and to provide expert advice, when requested, to areas where performance falls short of target.
- Support implementation of current and future national standards for equity of access, quality and safety.

- Liaising with RDOs, Clinical Directors, DONs, Hospital CEOs and other national directors to provide advice and support in implementation of best practice and correction of defects.
- Provide leadership, communication and focus to interdisciplinary health professional teams, hospitals, and professional bodies across all healthcare settings.
- To work with relevant patient groups and patient representatives to ensure the voice of the patient is considered as practices and guidelines are defined.

TERMS AND TERM OF OFFICE:

The terms of the Programme Director will be in line with those already established for Clinical Directors.

The term of office will be initially for an interim one year period. During the term a performance and development plan according to mutually agreed goals and parameters will be prepared and monitored by the Director of Clinical Strategy and Programmes.

KEY SKILLS/EXPERIENCE

Mandatory:

Candidates must:

1. Be a consultant in full time practice in the Public Sector in laboratory medicine in Ireland.
2. Be registered with the Medical Council of Ireland on the Specialist Division of the Register
3. Have extensive experience in secondary and tertiary care in health
4. Have demonstrated successful and innovative Leadership and management of change in health care delivery.
5. Profile of peer recognition at national or international level.
6. Demonstrated ability to foster, mentor and enable multi-disciplinary teams addressing healthcare and practice development.
7. Demonstrated capacity to integrate scientific research and medical personnel in knowledge generation, transfer and application.
8. Willingness and commitment to building an environment in which personal success is identified through programmatic leadership and strategic direction, not by personal medical practice or scientific project achievement.

9. Commitment to fostering partnerships, multi-professional and multi-disciplinary relationships, multi-institutional relationships, and collaborative, programmatic development across primary, community and tertiary constituencies.
10. Demonstrated alignment with population-based approaches to improved health outcomes, including the deployment of evidence as a basis for 'best practice', prioritisation and resource allocation.
11. Excellent inter-personal skills, including experience and familiarity with public, professional, media and political communications and stakeholder relations.
12. Acceptance of, and comfort with, environments characterised by ambiguity, change management, continuous development and a requirement for flexible and creative approaches to resolution.
13. Capability to effectively engage in the development of a transparent and objective resource utilization model.

APPLICATION PROCESS

Candidates interested in being considered for this position should submit an expression of interest to the Faculty of Pathology, RCPI (pathology@rcpi.ie) no later than close of business on 25 February 2011.

Suitable candidates will be interviewed by a panel. The role of Programme Director for Pathology will be appointed jointly by the HSE and Faculty of Pathology, RCPI.