

Proposed Area Leadership and Support Structures for the National Ambulance Service

Introduction

Since the formation of the HSE, the National Ambulance Service has continued to rely for the most part on the management structures in place within the former Health Boards. This has inhibited progress on standardising work practices, achieving performance efficiencies, delivering qualitative improvements, preparing the service to deliver on the HSE's Corporate objectives and meet external expectations.

The purpose of this paper and associated diagrams is to set out a proposed management and support structure for the 3 proposed National Ambulance Service areas that while minimal by international comparison, may be deliverable given the current financial, employment control and leadership capacity context. The proposed structures are not designed to be fit for purpose for the long term but rather to enable progress in the short to medium term. While it is not possible at this juncture to forecast what structures will be needed in the long term, it is reasonable to identify the necessity to review the effectiveness of these structures in 24 months.

Area Leadership Team

The following roles are proposed:

Area Operations Manager

Three geographical areas are proposed that dovetail with existing HSE/RDO areas of responsibilities with a view to providing a single point of contact for RDOs and their teams. The Area Operations Manager will be responsible for the management of all services in their area, the interim management of and supporting the re-configuration of Control Centres, implementing the HSE's Quality and Risk Framework, emergency preparedness and ensuring effective engagement and delivery of support functions in conjunction with national leads and support functions

In conjunction with the Control and Performance Manager, the Area Operations Manager will be responsible for the development and implementation of a Performance Improvement Plan focussed on delivering a sustainable improvement trajectory to achieve HIQA response times standards. The Area Operations Manager will take a national lead role on either Systems Development, Emergency Management, Clinical Care Engagement and Quality and Risk

Operations Performance Manager

Responsible for the overall day to day management of all human resources, employee engagement, stakeholder communication and implementation of the Performance Improvement Plan to achieve improvements in response times.

Responsible for ensuring effective engagement with and securing support from national and local functional supports to achieve national NAS objectives. Responsible for working collaboratively with the Medical Director and Education and Competency Assurance Team to ensure overarching objectives are achieved. Responsible for directing engagement and support of First Responder Schemes

Operational Support and Resilience Manager

Responsible for the overall day to day management of all fleet, logistics, ICT and estate resources. Ensuring that the necessary supports are in place to enable the Operations Performance function achieve service delivery objectives. Responsible for ensuring compliance in relation to Health and Safety and Road Traffic legislation. Responsible for engagement with internal/external emergency management structures, developing emergency preparedness and resilience measures to include specialist teams. Providing the clear and unambiguous point of engagement with national and local functional supports. Responsible for Emergency management at Area level including overall responsibility for emergency preparedness, engagement with the AEMO, Interagency Working Groups, Business Continuity and Resilience Planning. Working in collaboration with Operations Performance Managers to achieve Area and National objectives.

Control Manager

Responsible for the management of and supporting the transition of the Control function to a national model. Contributing to the project management of the National Control Project. Responsible for the achievement and reporting of response times performance. In conjunction with Operations Resource Managers and under the direction of an Operations Performance Manager, ensuring that the maximum efficiency and effectiveness of all available resources is focussed on achieving HIQA standards of performance via a dynamic implementation of a Tactical Deployment Plan on a 24/7 basis. Support the work of the Resource Manager in relation to First Responder Schemes.

Operations Resource Manager

Responsible for the day to day management of human resources, including workforce planning, employee engagement and in conjunction with Control Managers, implementation of the Performance Improvement Plan to achieve improvements in response times.

Responsible for ensuring effective engagement with the Operational Support Team to ensure the timely availability, maintenance, legislative compliance and efficient utilisation of all non human resources. Responsible for working collaboratively with the Medical Director and Education and Competency Assurance Team to facilitate clinical supervision and competency assurance. Responsible for engagement with and support of First Responder Schemes.

Fleet, Logistics and Estate Manager

Working under the guidance of the national functional lead on Fleet, Logistics and Support, Area responsibility for the effective and timely availability of all fleet, equipment and consumable resources. In compliance with national direction and policy, ensure streamlined and cost effective procurement and maintenance of all fleet, equipment and consumables. Delivering effective and timely reports using ICT systems in place. Securing ongoing support and advice from local functional supports including ICT, Estates and Clinical Engineering functions. Responsible for ensuring compliance in relation to Road Traffic legislation including vehicles and driver licencing. Responsible for supporting the development of emergency preparedness and resilience measures to include specialist teams.

Quality, Safety and Risk Manager

Area responsibility for the implementation of the HSE's Quality and Risk Framework, ensuring compliance and leadership in relation to Health and Safety legislation, management of all non clinical incident/near miss events and engaging with risk management and infection control professionals. Responsible for effective engagement with elected Health and Safety Representatives and the promotion of a culture of staff and patient safety and employee wellbeing. Responsible for the development, implementation and monitoring of effective systems of hygiene and infection control. Responsible for the management, development and promulgation of policies, procedures and guidelines. Responsible for leading the obtainment and maintenance of ISO Accreditation.

Performance Information and ICT Project Support Manager

Responsible for the collation, extrapolation and analysis of all activity data. Responsible for presentation and circulation of Area and national reports to relevant managers (Area and National) to include narrative analysis. Responsible for the preparation and submission of monthly NSP KPI and HIQA Response Times and Quality Standards reports in the timeframes set out. Responsible for the provision of support and leadership in relation to

various ICT projects initiated by or on behalf of the NAS. Responsible for the development, maintenance and or contribution to an NAS website or HSE site in the future including development and updating of all content and staff communications.

NAS Area Functional Support

Engagement with and support from the following:

Medical Directorate

The Medical Directorate will in conjunction with the Education and Competency Assurance Team direct a quality improvement programme in relation to clinical effectiveness and assurance.

The Medical Directorate will provide support in the event of any clinical incident/near miss event and will provide clinical leadership in relation to oversight of clinical supervision and any discussions arising from the Acute Reconfiguration or Clinical Care Programmes

Education and Competency Assurance Team

In conjunction with the Medical Director, the Education and Competency Assurance Team are responsible for the implementation, management and delivery of all education, training, compliance with standards, competency assurance and implementation and measurement of clinical effectiveness. In this regard, effective engagement with Area Operations management is essential if organisational objectives are to be achieved

Business Support Manager

The Business Support Manager will direct the transition of line management of all Clerical/Administrative functions and personnel to a central focus. Following that transition, responsible for ensuring that the necessary financial, HR, procurement related and clerical supports are in place. Responsible for ensuring that central performance reports are collated and prepared for presentation both locally and nationally.

Workforce Support Manager

Responsible for ensuring that all HR/ER activity is supported and cognisant of national positions and objectives. Responsible for providing the communications conduit between national and local employee relations functions. Responsible for communicating the NAS HR Strategy to all managers and supporting the Change Management process. Supporting the workforce planning needs of the Area Operations Manager.

Fleet, Logistics and Support

Responsible for providing Fleet and Equipment Procurement, Logistics engagement, Contracts management and supporting each Area Operations Manager and their team

Area Employee Relations

Responsible for leading all area level employee engagement and related issues and liaising with Corporate Employee Relations to ensure a consistent approach to employee engagement and change management.

Procurements and Contracts

Responsible for providing specialist advice, support and management in relation to all procurement matters.

ICT Support

Responsible for providing specialist advice, support and management in relation to all ICT matters.

Quality and Risk

Responsible for providing specialist advice, support and management in relation to all Quality and Risk matters.

Communications

Responsible for providing specialist advice, support and management in relation to all staff, external and internal communications matters.