Services Manager Job Description

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Characteristic and values:

Pragmatism, Lack of Prejudice, Optimism, Boldness, Enthusiasm, Committed, Kindness, Positivity, Self-awareness, Sense of Social Justice, Sense of humour, Compassion Integrity, Empathy Tenacity, Imagination, Resect, Openness, Patience Idealism, Vision

* Do you want a job where you can make a difference?
* Do you aspire to the characteristics and values above?
* If so come work for Safetynet Primary Care!

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Job title: Services Manager

Particulars of Office: Fixed term: 1Year Contract – Full Time (3 month probationary period)

Annual Leave: 25 days

Salary Commensurate with experience

Report To: CEO

**Place of Work:** Catherine McAuley Centre, Nelson Street, Dublin 7

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Safetynet Primary Care is an equal opportunities Employer

**Safetynet Primary Care**

The overall aim of Safetynet is to deliver the highest possible standards of health care to homeless people and, provide a professional support mechanism for health professionals in the homeless sector who are often professionally isolated.

**OUR VISION**

Everyone has equal access to health care regardless of means, circumstance, race or creed.

**OUR MISSION**

To deliver the highest possible standard of healthcare to marginalized and vulnerable groups while providing professional support to those working with these groups.

**OUR APPROACH**

We try to think outside the box to implement services that adapt to the patient rather than expecting the patient to fit with the system. We do not judge people or blame them for their health condition. We see homelessness as an unhealthy state and do what we can to assist moving out of it. We respect the choices of our patients and work tirelessly to assist them in achieving health and happiness.

**General Job Description**

Based in Dublin, the Services Manager will manage the delivery of service operations, services staff management, service delivery relationship management, change management, and systems and processes operating to quality standards with a view to ensuring appropriate health care access for marginalised and vulnerable groups.

This post contributes to the overall strategic development and management of the organisation.

This role is an exciting opportunity for an experienced individual to work with a young and developing Medical Charity which is at the forefront of providing access to healthcare for groups in society that for whatever reason cannot access their entitlements. These groups include people experiencing homelessness, vulnerable migrants, people with addiction problems and refugees. The successful candidate will have the opportunity to shape Safetynet Primary Care, and in particular the Mobile Health and Screening Unit’s service roll-out, at this early stage of its development as a service provider.

**Duties and Responsibilities**

Management of Safetynet services including the following 5 areas:

* 1. Mobile Health and Screening Unit (national remit)
  2. Rapid Response team (national remit)
  3. Homeless Primary Care Team (In Reach Primary Care Team Out reach via MHU and GP services to Step Up Step Down)
  4. Open access Clinics / stand alone clinics (Currently 2 serving migrants without access to GP services – Roma Clinic, Tallaght & Inclusion Health Hub, Summerhill)
  5. Safetynet Covid Community Assessment Hub (located in grounds of Mater Hospital)

See **Annex A** for an overview of Safetynet services.

**LEADERSHIP**

The Services Manager will:

* Oversee the work of the Safetynet Primary Care Services, collaborating with the Senior Management including the Systems & Administration Manager and the Medical Director to support the Clinical teams in the implementation of the services.
* Develop and implement Safetynet’s new Rapid Response Service (national remit) with the CEO and Systems & Administration Manager
* Working with the CEO to contribute to theforthcoming strategic plan 2021-2024, ensuring services align with the mission and strategic goals of the organisation**.** Lead in the roll out of the new strategic plan to all service staff, as well as the development of operational plans to align to the strategic plan.
* Formulate,support and manage the development of KPIs for service staff, aligned to their operational plans and these reviewed annually.
* Develop, protect, and nurture strong internal and external relationships to facilitate seamless service delivery and development.
* Work to build capacity within Safetynet teams through the training and development of staff, in particular ensuring quality services delivery meeting all required health standards in health care delivery

**PEOPLE MANAGEMENT**

The Services Manager will:

* Direct line management responsibility for a team of GPs and nurses across a variety of services.
* Ensure services are aware of their strategic objectives. This will be accomplished through identifying and aligning KPIs to services objectives. Install mechanisms so that staff are supported and monitored in the delivery of collective and individual targets.
* Ensure development plans are in place to maintain and grow the team skill set
* Analyze, forecast, and plan workforce supply and demand, assessing gaps, and determining target talent management interventions to ensure that an organization has the right people - with the right skills in the right places at the right time.
* Manage the roster for services, as well as locum support needs.

**COMMUNICATIONS & REPORTING**

The Services Manager will:

* Provide required service report information on monthly/quarterly basis for management and funder reporting, tracking KPIs.
* Ensure strong internal communication through a number of activities including drafting the weekly services Update for CEO summarising achievements from previous week, as well as priorities for the week ahead. The services report is the basis for the team meeting at the start of the week.
* Ensuring each service team has regular service meetings at which risks are identified and mitigated incidents are identified and followed up and the PPPGs are identified and progressed

**OPERATIONS**

The Services Manager will:

* Develop, implement, monitor and improve processes, systems and structures to ensure comprehensive and accurate assessment of needs and required responses to deliver outcomes for patients and manage complaints. Identify gaps in suite of policies, and focus on development of policies as directed by CEO.
* Manage regular review meetings with service staff leads, and team members.
* Ensure health, safety and welfare risks in the workplace are minimised and bring any concerns to the attention of the CEO and the Health and Safety Committee. Develop review process to monitor this.

**RELATIONSHIP MANAGEMENT**

The Services Manager will:

* Provide input on services into the CEO’s Board Reports and communicate input from other members of the teams and prepare regular reports and updates for the CEO & funders.
* Ensure effective communication with all stakeholders in an appropriate and clear manner.

**QUALITY**

The Services Manager will:

* Evaluat quality and impact of services including in-reach & outreach services, as well as open access clinics, reporting against the criteria of relevance, efficiency, effectiveness, impact and sustainability. This will involve a desk based review of quarterly reports and other relevant report and data, as well as peer support data. Key staff will be interviewed for their insights. The evaluation report will make a number of recommendations based on the analysis.
* In collaboration with the CEO and other members of Senior Management, drive Quality Standards within services through quality systems and structures, ensuring continuous improvement, particularly in the areas of new initiatives, team development and systems implementation.
* Review lessons learned from the forthcoming external evaluation of Safetynet’s response to Covid (March to July) into planning for Safetynet operations going forward – particularly with response to service delivery, staffing during next phase of pandemic, or future situations.

**THE PERSON**

**Mandatory**

**Skills**

* Strong management skills, people management and motivational skills and notable interpersonal skills, with demonstrated ability to influence, collaborate with key stakeholders, external partners and other NGOs working with vulnerable groups.
* Proven ability to build teams and to grow capacity, communicate effectively verbally and in writing and to manage staff from a range of professions.
* Full Clean Driving Licence

**Knowledge**

* Knowledge of operational management, staff management, systems, processes and quality standards and change management.
* A third level qualification in a relevant discipline and ideally will come with a management qualification. S/he will have five years’ experience of working in a relevant management post, of implementing a quality standard and implementing a Performance Management process with teams.

**Educational and Experience**

A proven track record in services and personnel management.

**Desirable**

**Knowledge**

* Knowledge of relevant health systems and legislation as well as barriers experienced by Safety nets target groups in accessing health care is an advantage.
* Knowledge of International / Global Health or Development / humanitarian studies is an advantage.

**Education and Experience**

* Experience working in international development or with marginalised communities.
* Further education in health, homeless services or development studies.
* A demonstrated interest in social justice and equity.

**Competencies**

Client Centred:

* Ability to deliver the highest quality service to internal and external clients consistent with Safetynet’s values.
* An effective advocate for Safetynet’s client group.

Effectiveness and Professional Practice

* Commitment to providing the best professional practice.
* The ability to take initiative and responsibility, adhere to organisational policies and procedures and be able to problem solve, think creatively and be innovative.
* Be a clear and effective communicator verbally and in writing.

Leadership

* Implement strategic changes effectively and efficiently, keeping the team on-board with minimum disruption.
* Effective listening skills.
* Proactively involve others and seek their input and suggestions at every appropriate opportunity.

Planning

* Highly organised in their approach to work.
* Monitor progress against objectives.
* Anticipate potential stumbling blocks before they arise.
* Successfully deal with varied situations without the need for guidance.

Effective People Management Supervision and Engagement

* Set clear standards, goals or objectives for individuals and teams. Ensure that there is no ambiguity about what is required.
* Complete performance reviews on time and to a high standard
* Ensure the teams have the optimal staffing complements and current skills mix needed
* Regularly observe staff performance and their work. Give positive and constructive feedback.

**Further Information**

* This is a full time position 37 hours / week
* This post is being advertised initially as a term contract of 12-month duration with a 3-month probationary period. This role may be extended subject to funding
* For further information or to apply for this position please forward a CV and cover latter to [careers@primarycaresafetynet.ie](mailto:careers@primarycaresafetynet.ie)

**Annex A**

**Overview of Safetynet services**

This document overviews the services offered by Safetynet Primary Care as at Aug 2020.

1. Mobile Health and Screening Unit (national remit)
2. Rapid Response Team (national remit)
3. Homeless Primary Care Team (In Reach Primary Care Team Out reach via MHU and GP services to Step Up Step Down)
4. Access Clinics / stand alone clinics (Currently 2 serving migrants without access to GP services – Tallaght & Summerhill)
5. Safetynet Covid Community Assessment Hub (located in grounds of Mater Hospital)
6. **Mobile Health and Screening Unit (national remit)**

Since its development in 2017, the MHSU has been vital in assessing health needs treating and in short providing a bridging service allowing mainstream services increase capacity or adapt services. It has also worked to improve the health of vulnerable groups through Primary Care services where these services are otherwise unavailable via the health system.

Aligning itself to best practice guidance, including the Health Protection Surveillance Centre of the HSE, the mobile unit conducts screening for communicable disease including TB by means of mobile xray for groups at higher risk including homeless and migrants for high risk countries.

The MHSU service offer an accessible and appropriate targeted screening and a primary care service to a wide range of marginalised service users in diverse settings such as; Refugee Receptions and Orientation Centres, Direct Provision Centres Prisons and other locations utilised and frequented by vulnerable groups. Because of its mobility, flexibility and rapid deployability the MHSU increases capacity to provide services when and as required. The MHSU helps to meet needs and fill gaps of other state services.

The service has intervened in multiple counties throughout Ireland providing services to Syrians at Emergency Reception and Orientation Centre fleeing the Syrian war, protection applicants living in Direct Provision / emergency accommodation and screened homeless persons for TB and blood borne viruses and covid-19.

1. **Homeless Primary Care Team (In Reach Primary Care Team Out reach via MHU and GP services to Step Up Step Down)**

The Safetynet Homeless Primary Care team comprises GP and Nursing services provided on site in 8 emergency accommodation shelters in the Dublin area. The service is funded by the HSE Social Inclusion. The approach is to bring health services close to where people are. This approach is based on the evidence that homeless people have different health consulting behaviours than the housed population and a very high burden of ill health. This service has been specifically tailored to the needs of this vulnerable group. The In-reach team work closely with the Inclusion Health team in St James Hospital and the A&E department in the Mater Hospital to ensure that there are appropriate pathways for homeless people in and out of hospital. The team provide GP and nursing clinics, individual follow up and mental health case management The service collaborates closely with the Safetynet /DSC Mobile Health Unit.

The **outreach service** operates in tandem with the inreach and open access services and indeed refers on when appropriate to the Step Up Step Down Inter mediate care centre in a seamless manner Model. . While the Mobile Health Unit (MHU), operating 3 nights per week, serves as the nucleus of the outreach service, outreach is not limited to it. Other elements of the service include:

* Outreach team review and follow up of rough sleepers seen on the MHU
* Follow up by Safetynet Nursing staff and Clinic Support worker including linking in with case workers and ensuring appointment / referrals / medication compliance
* Visits during the daytime by GP, Nursing staff or clinical support workers as required.

The **Step-Up-Step-Down** facility works to stabilise patients for hospital admission or assessment for further treatment while also enabling them to recuperate, rehabilitate and move to accommodation following a stay in hospital.

1. **Open Access clinics / stand alone clinics (Currently 2 serving migrants without access to GP services – Tallaght & Summerhill)**

Open access clinics aim to integrate migrants and other stigmatised groups in these service to mainstream GPs through offering mainstream GPs interpreting through Safetynet.

The **Inclusion Health Hub, Summerhill** is for people who are not being served by other services including undocumented migrants, Protection Applicants without access to primary care services, as well homeless people. This clinic is one of the few clinics in the homeless sector that sees children.

Operating 5 days a week Monday to Friday, the clinic is one year in operation. There are allied professionals from the HSE and other NGOs working at the Hub including Physio Social worker addiction and homeless case workers. There is a strong emphasis on interagency collaboration.

On a Tuesday and Friday, Safetynet deliver a clinic in the **Open Access Clinic (Tallaght)** for people who are not being served by other services and who are from the Roma living in Tallaght. They speak Romanian, some of them Romani, the original Roma language. They have encountered mutigenerational, marginalization, prejudice, discrimination and persecution in Europe over centuries. Average life expectancy of Roma is 10 years shorter than non –Roma in some studies. Roma throughout Europe have lower health status and access to healthcare compared to the general population in Europe.

A number of NGOs came together to form the Tallaght Roma Integrated Project to support this vulnerable group. TRIP volunteers support the clinic and are present onsite during its operation. A regular Romanian Interpreter supports the clinic with translation and administration.

1. **Safetynet Community Assessment Hub (located in Mater Hospital)**

There are 40 community assessment hubs nationally run by HSE. Since the start of May, Safetyney has been operating the 41st hub funded by the HSE. The hub isadapted to the particular needs of homeless and others living in extreme poverty and congregated settings including those living in emergency accommodations including Direct Provision and those with additional needs such as addiction and those who don’t speak English. The hub provides assessment and monitoring for those who are Covid positive or presumed positives.

The Safetynet hub is also unique from the other community assessment hubs in a number of ways, including our ongoing monitoring and follow up role for people in isolation with Covid 19 at home or in hostels .Unlike other Community Assessment Hubs across the country Testing and rapid analysis is provided at the Safetynet CAH. Safetynet’s adapted model includes a static site at the Mater and Mobile Unit in a cross-city approach as is required by the needs of this population.

The service runs 7 days a week, 9-6 Mon-Fri and 10-3 on weekends.

1. **Rapid Response team**

Safetynet Primary Care’s Rapid Response Team will deploy to sites of outbreaks within 48 hours of a cluster being confirmed in congregated environments. Through adaptation of our mobile unit to analyse covid19 using the GeneXpert we provide onsite testing and initial rapid results on close contacts. **This allows** cases where COVID testing positive can be immediately transferred for isolation and care and thus an outbreak contained. Our GP will peak to cases that have tested positive and refer on. The team will come back a week later for 7 day testing if this is indicated.

##### The medical charity that delivers quality care to those marginalized in society without access to healthcare (including homeless people, drug users and migrants) work in collaboration with the Department of Justice and Equality and the HSE Public Health and Social Inclusion teams .

The capacity to respond immediately to clusters particularly in congregated settings such as homeless hostels and direct provision centres is critical to stem the spread of the virus in the community.