

St. Vincent's University Hospital



Employee

H A N D B O O K

SECOND EDITION | 2009-2012





St. Vincent's Healthcare
GROUP LIMITED



Mission Statement

The values underlying the philosophy of St. Vincent's Healthcare Group in relation to our care of patients and staff are those of human dignity, compassion, justice, quality and advocacy, which are based on the mission and philosophy of the Religious Sisters of Charity, our shareholders.

We strive to maintain excellence in clinical care, education and research.

We will continue to develop the Healthcare Group in line with the above principles and with our responsibilities to the wider Irish healthcare system.

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Welcome to St. Vincent's Healthcare Group

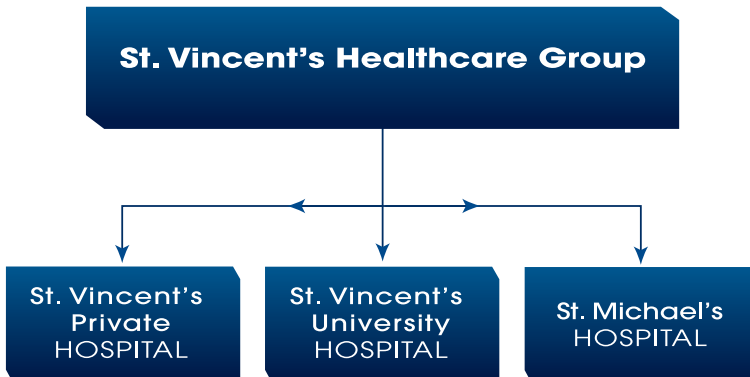
Foreword from the Group Chief Executive

On behalf of the Sisters of Charity and the Board of Directors I wish to warmly welcome you as a new Employee to the St. Vincent's Healthcare Group. St. Vincent's Healthcare Group comprises of three Hospitals, St. Vincent's University Hospital, St. Vincent's Private Hospital and St. Michael's Hospital, Dun Laoghaire. The Healthcare Group was established in 2003. We hope you will be happy working with us and look forward to the contribution you can make to the delivery of excellence in healthcare for our patients.



NICHOLAS C. JERMYN
GROUP CHIEF EXECUTIVE

You are joining the Healthcare Group at a time of great change and development and just one example of this change is the development of our infrastructure and facilities. St. Vincent's University



Hospital is undergoing a continuous capital development programme, which, for example, has resulted in the construction of a new Clinical Services Building and a new dedicated Mental Health Facility. Also at the time of writing, plans are well under way for the construction of a new 120-bed block (single rooms en suite) to replace existing shared room facilities on our campus.

St. Vincent's Private Hospital is also undergoing a capital development programme with the construction of a new "state of the art" hospital facility. St. Michael's Hospital, Dun Laoghaire is also involved in programmes to revamp, modernise and develop on its existing site.

You will have many personal contacts, e.g. with patients, visitors, other Employees and members of the public and we place a high value on good customer / client relations. We encourage all Employees to recognise the importance of each person they encounter.

As you learn more about the Healthcare Group and its Hospitals we are confident that you will derive satisfaction from being a member of a team, which has earned a reputation for excellence in patient care. Our continuous improvement is in your hands and as a valued Employee, your contribution, commitment, engagement and involvement is vital.

Finally, I wish you every success in your career and look forward to working with you in providing excellence in patient care.



Nicholas C. Jermyn,
GROUP CHIEF EXECUTIVE,
ST. VINCENT'S HEALTHCARE GROUP

Welcome to St. Vincent's University Hospital

Welcome from the Director of Operations/ General Manager

I would like to start by welcoming you to St. Vincent's University Hospital and wish you a successful, rewarding and happy career here.

As Director of Operations, my main objectives are to support our clinical services, reduce bureaucracy where possible, improve our processes and systems to support patient care, review and streamline our committee structures and meeting arrangements and empower staff at all levels.



Bill Maher
DIRECTOR OF OPERATIONS/
GENERAL MANAGER

Hospitals are part of the broader healthcare system and cannot work in isolation. A significant part of my role, along with my senior management colleagues, is to liaise with the HSE and Primary Care to develop services, improve patient pathways and secure funding.

St. Vincent's prides itself on delivering high-quality patient services and has a track record of delivery of performance targets based on:

- An agreed indicator set.
- Clear targets.
- Effective reporting.
- Providing staff with the tools and information to deliver such targets.

Effective indicators are those which can be measured, clearly understood, owned by the respective stakeholders and most importantly, are not merely monitored, but lead to improved performance.

Please see below some of the performance indicators used by the hospital:

1. Emergency Department Waiting Time.
2. In-patient Waiting List.
3. Outpatient Waiting List.
4. Hospital Acquired Infections.
5. Average length of stay.
6. Day case rate.
7. Staffing levels.
8. Financial Position.
9. Delayed Discharge.

Your role in delivering these indicators is key and I look forward to working with you to achieve these goals.

Once again, I would like to congratulate you on your new position and welcome you to our team.



Bill Maher,
DIRECTOR OF OPERATIONS / GENERAL MANAGER,
ST. VINCENT'S UNIVERSITY HOSPITAL.
(MEMBER OF THE ST. VINCENT'S HEALTHCARE GROUP)

Introduction to this Handbook from the HR Director

This is the second edition of our Employee Handbook, which we hope to continuously develop over the coming years to reflect new legislation and agreements. The development of this Handbook and a reconfigured Employee Induction Programme were key objectives in the delivery of our Human Resources Strategy 2007 – 2010 (ACCESS).



John McPhillips,
HUMAN RESOURCES
DIRECTOR.

- **A**tracting and Retaining the Best.
- **C**hanging and Developing the Organisation.
- **C**ontinuously Improving HR in St. Vincent's University Hospital.
- **E**ngaging and Communicating.
- **S**upporting Hospital Performance.
- **S**canning and Planning.

We hope that this Employee Handbook and our Employee Induction programme will help you settle in to your new working environment. This handbook will provide you with an outline and guide to our employment policies and learning and development opportunities which will help you to understand what we expect from you as a valued Employee and what you can expect from the Hospital.

While information contained in this Handbook is accurate at time of print, it is likely that information will alter during the course of its

lifespan. This Employee Handbook is available on the Hospital's Intranet site where you also will find details of our Policies and Procedures and further information on some of the items covered in this handbook. Any updates and amendments will be posted on our Intranet and advised through the Hospital's Communications structures (e.g. Newsletters and Staff Briefings).

I would like to thank all members of the Project Team who contributed to the development and launching of this Handbook.

Your feedback and suggestions on any aspect of the handbook, which could be incorporated into later editions, are most welcome and can be e-mailed to humanresources@svuh.ie.

Please read this Employee Handbook and our HR Strategy to see and understand the part you can play in making a real difference to those we will serve together, the patients who come to this Hospital.

Finally, I would like to wish you every success in your career at St. Vincent's University Hospital.

A handwritten signature in black ink, appearing to read 'John McPhillips', with a long, sweeping underline that extends to the right.

John McPhillips,
HUMAN RESOURCES DIRECTOR.
ST. VINCENT'S UNIVERSITY HOSPITAL.
(MEMBER OF THE ST. VINCENT'S HEALTHCARE GROUP)

Section 1: About the Organisation

Overview

St. Vincent's Healthcare Group, (incorporating St. Vincent's University Hospital, St. Vincent's Private Hospital and St. Michael's Hospital) provides acute general care serving the South East region of Dublin and surrounding areas. A tertiary referral service is also provided for patients both regionally and nationally, and an extensive range of general and specialist services including a number of national centres of specialisation.

St. Vincent's University Hospital is the acute general hospital of the group, with St Michael's Hospital providing local community services and support and specialised services in conjunction with St. Vincent's University Hospital. St. Vincent's Private Hospital is inextricably linked with the Group providing private healthcare to patients and facilities for consultants within St. Vincent's University Hospital for private practice. This was a strategic decision made by the shareholders so that the Hospitals in the group would come together to complement each other.

St. Vincent's University Hospital.

St. Vincent's Hospital was founded by the Religious Sisters of Charity and established at St. Stephen's Green in 1834. The hospital was transferred to its present site in Elm Park in 1970 and subsequently changed its title to St. Vincent's University Hospital in 1999.

In March 2002, St. Vincent's University Hospital Ltd., incorporating St. Michael's Hospital in Dun Laoghaire was established, governed by a Board of Directors. Further changes in governance to incorporate St. Vincent's Private Hospital, resulted in the formation of St. Vincent's Healthcare Group Ltd. in January 2003 under the governance of the Board of Directors. Each hospital has a separate management team and a Hospital Manager/CEO who reports to the Group CEO.

St. Vincent's University Hospital provides a front-line emergency service and national/regional medical care at in-patient and outpatient level with in excess of forty medical and surgical specialties. The hospital has in excess of 500 inpatient beds, incorporating 7-day, 5-day and day-care options, including intensive care, high dependency and coronary care beds as well as medical, surgical, orthopaedic, care of the elderly and psychiatry beds.

Strong links and co-operative agreements have been established with other health care providers at primary and secondary



ST. VINCENT'S UNIVERSITY HOSPITAL,



ST. MICHAEL'S HOSPITAL



ST. VINCENT'S PRIVATE HOSPITAL

Section 1

care levels in the HSE. These links have been established to improve patient care and access to specialist services.

St. Vincent's University Hospital is a major academic teaching hospital, with strong educational links to the School of Medicine and Medical Science, University College Dublin at undergraduate and postgraduate level.

St. Vincent's University Hospital is a health promoting hospital. Education and research are major components of the philosophy at St. Vincent's University Hospital. Facilities are provided for the academic and clinical training of medical students, nurses, laboratory technicians, research scientists, physiotherapists, occupational therapists, radiographers, medical social workers, dieticians and speech and language therapists.

St. Michael's Hospital, Dun Laoghaire.

The Sisters of Mercy founded St. Michael's Hospital in 1876 with a bed complement of 40 beds. It has a long tradition of service to the community and has established a strong reputation for a high standard of patient care. It was extended in the 1930s and the rustic brickwork was completed in 1940. The Religious Sisters of Mercy governed the hospital until 2001 when transfer of ownership was passed to the Religious Sisters of Charity.

In March 2002 St. Michael's Hospital was incorporated with St. Vincent's University Hospital and later with St. Vincent's Private Hospital, thus forming in 2003 the St. Vincent's Healthcare Group under the governance of the Board of Directors. The Hospital has a General Manager who reports to the Group CEO. St. Michael's served

as a community hospital in Dun Laoghaire for 130 years and has developed as an acute general hospital serving South County Dublin, Wicklow and Kildare.

Facilities are provided for Pathological and Radiological services, Outpatient clinics, acute medical and surgical in-patients and an 8am – 8pm Emergency Department service. A range of general and specialist services, which include a Cardiac Rehabilitation programme and Heart Failure Clinic are provided. St. Michael's Hospital is the regional training centre for Pulmonary Rehabilitation Care.

In 2001 the former Private Hospital became part of St. Michael's Public Hospital to help reduce hospital waiting lists. In 2006 a new modern Link Corridor between the Annexe and the main hospital was completed to facilitate ease of movement for our patients between the two buildings.

The Department of Nursing is dedicated to the provision of high quality patient-focused care and a Nursing Degree programme in association with University College Dublin (UCD) is now being delivered, preceded by Diploma (RCSI) and Certificate courses for student nurses.

Today St. Michael's Hospital provides a comprehensive service not alone to



Section 1

the local community but also to a much larger catchment area consisting of a large part of South County Dublin and County Wicklow. Our patients are referred from the family General Practitioner or through the Emergency Department.

St. Vincent's Private Hospital.

St. Vincent's Private Hospital was established by the Religious Sisters of Charity in 1974 and is located beside St. Vincent's University Hospital. As a private hospital delivering the highest standards of patient care it plays a significant role in the Irish acute hospital sector. The Hospital has a CEO who reports to the Group CEO. The hospital has 164 inpatient beds, 20 general and 16 oncology day-care beds, operating theatres for major and minor surgery, endoscopy, radiotherapy and diagnostic imaging facilities which includes General Radiography, CT Scanning, Mammography, Ultrasound and Magnetic Resonance Imaging (MRI).

The Hospital offers a comprehensive range of specialist services including Breast Surgery, Cardiology, Dermatology, Endocrinology, ENT Surgery, Gastroenterology, General Surgery, Microbiology, Radiology, Radiotherapy, Hepatobiliary Surgery, Renal Metabolic Medicine, Medicine for the Elderly, Neurology, Oncology, Ophthalmology, Orthopaedic Surgery, Urology, Gynaecology, Haematology, Histopathology, Maxillo Facial Surgery, Palliative Medicine, Plastic Surgery, Respiratory Medicine, Rheumatology, Thoracic Surgery and Vascular Surgery.

The Hospital is located on Herbert Avenue, off the Merrion Rd., adjacent to St. Vincent's University Hospital.

The underlying philosophy of St. Vincent's Private Hospital is based on that of the Religious Sisters of Charity and the principles we observe in our treatment and care of patients and staff are based on the core values of human dignity, compassion, justice, quality and advocacy.

St Vincent's Foundation

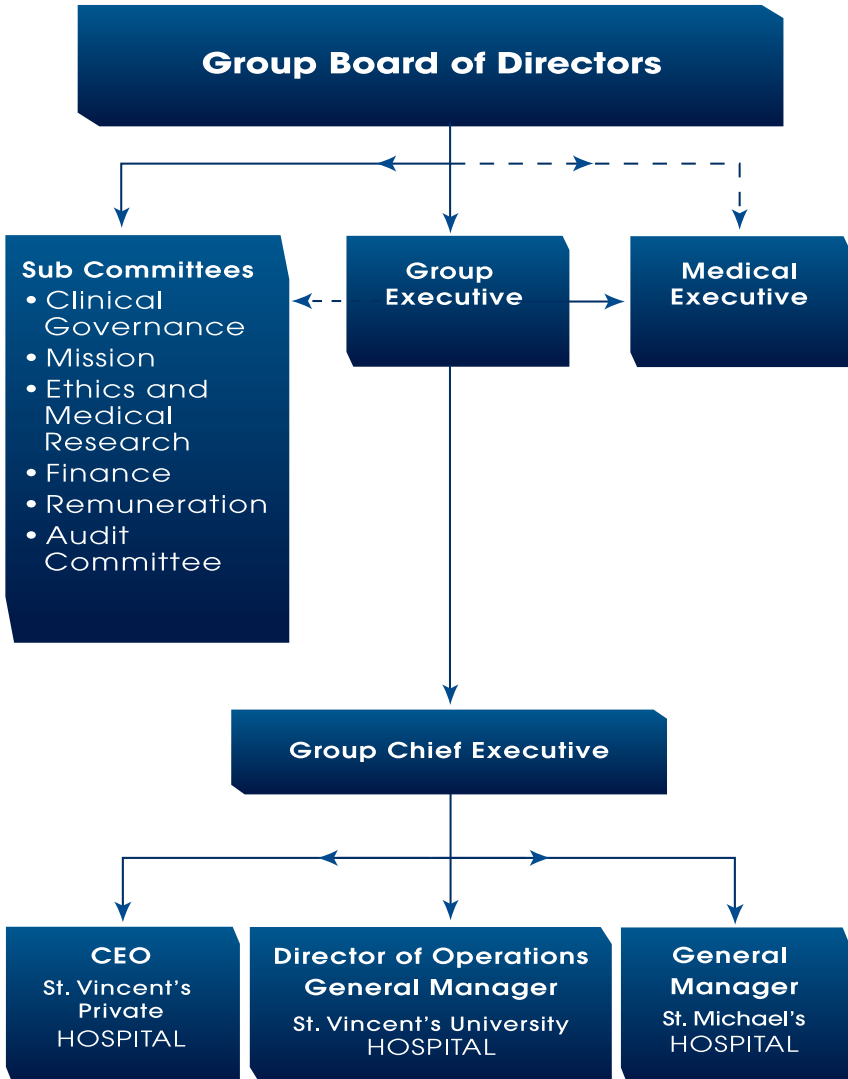
St. Vincent's Foundation is the official fundraising body for St. Vincent's Healthcare Group (St. Vincent's University Hospital, St. Michael's Hospital and St. Vincent's Private Hospital).

The aim of St. Vincent's Foundation is to raise essential financial support to provide critical care and urgent treatment for our ever expanding patient population.

For more information on our causes and how you can get involved, please see our website www.stvincentsfoundation.ie



Group Organisation and Governance Structure



Section 2: Quality and Performance

Quality Improvement

St. Vincent's University Hospital (hereafter referred to as "The Hospital") is committed to the delivery of quality healthcare and the development of continuous quality improvement. The Hospital engages in a wide variety of accreditation and quality assurance processes and frameworks covering all aspects of our service.

General Accreditation: St. Vincent's Healthcare Group participates in national accreditation schemes, which provide a framework for quality improvement. Quality improvement teams are in place to carry out ongoing self-assessment against national and international standards. Employees are encouraged to contribute to the self-assessment process for their particular department and participate in quality improvement initiatives.

Hygiene Accreditation: The Hospital participates in the Health Information and Quality Authority (HIQA) National Hygiene Services Assessment Scheme. The Hygiene Assessment Scheme is mandatory for all acute hospitals and involves a process of self-assessment, followed by unannounced external independent audits. Hygiene is defined as: "The practice that serves to keep people and environments clean and prevent infection. It involves the study of preserving one's health, preventing the spread of disease, and recognizing, evaluating and controlling health hazards. In the healthcare setting it incorporates the following key areas: Infection control, hand hygiene, environment and facilities, catering, management of laundry, waste and sharps, and equipment".

Section 2

A Hospital Hygiene Quality Improvement Group (HHQIG) is in place in the Hospital to address and implement the recommendations identified in the national hygiene audits. Employees are expected to be familiar with Hospital hygiene policies and procedures and participate in external audits as required.

Performance Management

The quality of service delivered to our patients and colleagues is very important to the hospital. It is fundamental to achieving our mission. At the Hospital we have developed various tools to ensure that we maintain and continuously improve our service standards. There are strategies, action plans, objectives and feedback. Team Based Performance Management (TBPM) Key Performance Indicators (KPI), and Personal Developing Planning (PDP) support these strategies.

Team Based Performance Management: Team Based Performance Management is an agreed approach to managing performance in the Irish Health Services. The process is about helping team members understand their roles, objectives and key performance indicators, and, giving and receiving feedback whilst setting in place actions to support performance and quality improvement. It enables better communication and participation within and among teams, usually giving:

- Greater clarity on roles and purpose, which are linked with the service plan.
- Increased motivation by providing a structure whereby Employees can contribute to organisation goals, thereby increasing morale and a sense of achievement.

- Improved leadership skills at all levels in the organisation, and;
- Providing a means for identifying and addressing Learning needs and Development needs.

Key Performance Indicators: As outlined in the introduction, the Hospital utilises performance management to guide its day-to-day practices and improve patient care. Effective performance management has many benefits:

- Improves patient care.
- Improves productivity and efficiency.
- Clarity and ownership of issues across the organisation.
- Accountability, and with it responsibility.
- Improved governance and management of risk.
- Resilience to external scrutiny.
- Clarity and leadership for staff in terms of expectations.



Section 2

Overall performance is summarised in a single sheet that can be viewed on each desktop and provides all staff members with a highly visual reporting tool outlining performance against the key indicators monitoring hospital efficiency and quality.

Each month, these indicators are updated and tagged with a traffic light system (red, amber or green) so all Employees can see at a glance how we are performing in each area. Departmental specific indicators are also widely used.

Personal Development Planning (PDP): Personal Development Planning is a continuous development process that enables Employees to make the best use of their skills and helps advance both the individual's plan and the strategic goals of the Hospital. Personal Development Planning ensures that Employees receive recognition for their work through a process, which acknowledges their achievements and provides them with as much feedback as is practicable about what they do and what is required in order to continuously improve the service.

PDP is a four-stage process comprising:

- Preparation.
- Personal evaluation and 360° feedback.
- Discussion and planning with Line Manager.
- Continuous review.

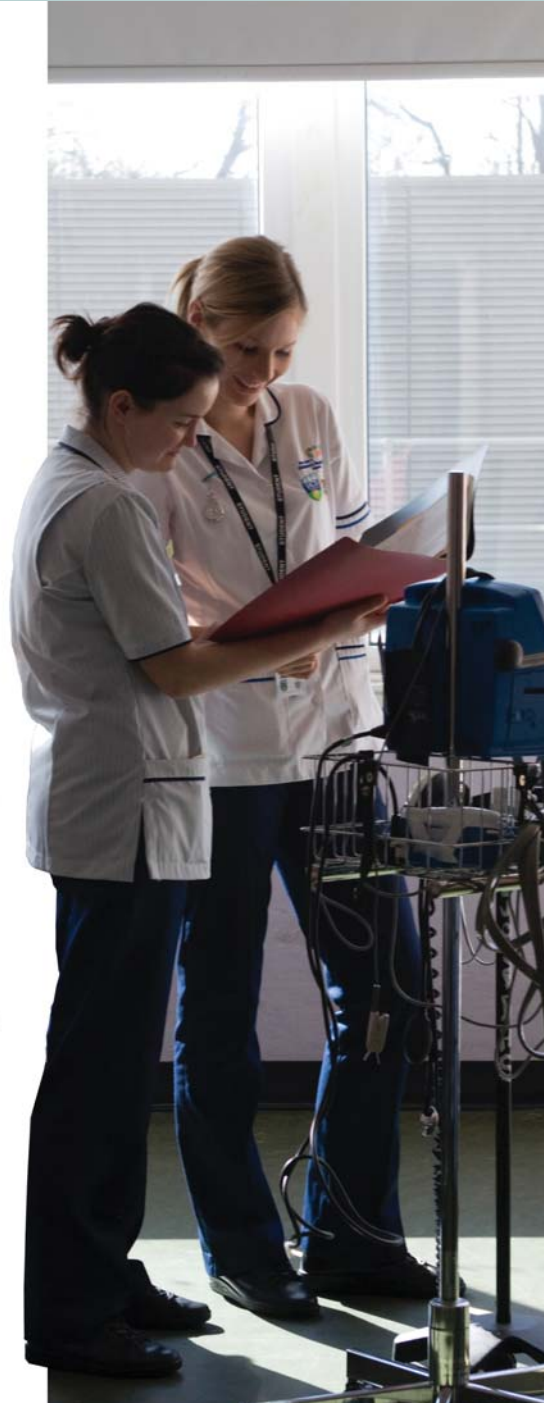
Hospital Information

Language: English is the working language of the Hospital.

Staff Lounge: Staff Lounge facilities are available for all Employees. The Staff Lounge is located on the basement floor of the Hospital. Please consult the Intranet for more information.

Banking Facilities: An ATM is located in the Main Hall of the Hospital. The closest bank to the Hospital is the Bank of Ireland on Merrion Road.

Staff lockers: Where necessary, lockers for personal property will be provided. You are expected to provide a check-typesetting padlock and key for your locker. Hospital Management reserves the right to inspect lockers at any time. Contact Housekeeping by bleeping 266 if you wish to apply for a locker.



Section 3: Joining the Hospital

A new Employee's first six months at the Hospital

Induction: It is the policy of the Hospital that all new Employees should be welcomed to the Hospital through a comprehensive induction programme. The Induction Programme gives an overview and introduction to the Hospital and the basic information needed to adjust quickly and smoothly to the new working environment.

There are 3 phases to the Induction Programme:

- **Phase 1: Corporate Induction:** The Corporate Induction Programme is a three-day programme that is organised & co-ordinated by the HR Department (Learning and Development Division) in co-operation with Line Managers and Heads of Service. An adapted induction programme is provided for Consultants and Non-Consultant Hospital Doctors (NCHDs).
- **Phase 2: Local Induction:** Involves orientation to the Department or work area and will be delivered out by your Line Manager.
- **Phase 3: Induction to the job:** This includes any or all of the training which is necessary for the Employee to do his / her job efficiently and effectively. This stage of induction will also be facilitated by your Line Manager in conjunction with various Departments throughout the Hospital.

Probation: The probationary period exists to help new Employees become more familiar with their role and evaluates their performance in terms of their knowledge, skills and behaviour. It is a formal process, where all new Employees have at least two reviews with their Head of Service / Line Manager during their probationary period. Any aspect that is not satisfactory will be brought to the Employee's attention to allow them the opportunity to address the issue. The Head of Service / Line Manager may then facilitate and support the Employee in training, guidance and assistance to help them achieve the required standards for their role. Please refer to your contract of employment for details of the requirements under the probation arrangements.

The role of a Line Manager

Your first point of contact for all aspects of your employment will be your Line Manager who will be able to help you with most questions or direct you to the most appropriate Department. Your Line Manager will also endeavour to involve the members of the team in the planning and implementation of change.

Your Line Manager has key responsibility for the following aspects of your Induction and orientation to the Hospital:

- Ensuring that the service delivered by you and your team to the patient or to your colleagues is of the highest standard.
- Sharing their experience and providing leadership to the team to help drive quality and continuous improvement.
- Ensuring that all aspects of the Induction process are completed within the specified timeframes and progressing through each checklist with you.

Section 3

- Ensuring that either the Line Manager or designated person is available during the first week to meet with you.
- Ensuring that appropriate equipment and facilities are in place.
- Coordinating and facilitating new Employees to undergo the remaining Induction Training required for their role.

The Line Manager also plays an important role in many areas that are referred to in this Handbook. Some of the more significant areas are as follows:

- The Probationary Assessments during your probationary period.
- The management of attendance.
- The management and support of your performance in your role.
- The development of Employees' professional and career development through Personal Development Plans (PDP's) and Training Needs Analysis.

The role of a Line Manager is to create an environment in which the distinct and different contributions of individuals can flourish in order to achieve the Hospital's overall objectives. It is the role of the Line Manager to take an active part in ensuring that the service operates to the highest standard. The Line Manager plays an important role to ensure that change is successful through activities like planning, organising, co-ordinating and leading the efforts of other members of the team as well as being a role model.

Section 4: Employee Well-being and Support

Health and Safety

The Safety, Health and Welfare at Work Act, 2005 places responsibility on both you as the Employee, and the Employer to maintain a safe and healthy working environment. The Hospital complies with this legislation by providing a safe place of work and safe systems of work.

Employee Responsibilities:

- Take all reasonable care to prevent injury to yourself or others.
- Cooperate with your Employer.
- Use any protective equipment provided to protect you in the course of your work.
- Report any defects that you notice in the hospital pertaining to equipment, places, or systems of work that might endanger you or others.
- Do not misuse or interfere with anything provided to protect safety, health and welfare.
- Attend training courses and programmes.

Employer Responsibilities:

- Provide a safe place of work.
- Provide safe access and egress.
- Provide safe systems of work.

Section 4

- Provide safe plant and machinery.
- Provide information, instruction and training.
- Consultation with Employees in relation to matters pertaining to their safety and health at work.
- Provide a Health and Safety advisor to advise and assist in the security, the safety, health and welfare of employees.

Safety Policy: Our Safety Policy is clearly outlined in the Hospital's Safety Statement. All Employees are obliged to familiarise themselves with its contents as it relates to their own Department and comply with its requirements. The Safety Statement is located in each Ward / Department and also on the Hospital's Intranet site.

Fire Prevention: Fire Training is mandatory for all Employees and is provided at the Induction Programme. Refresher training should also be undertaken every two years thereafter. All senior Employees are also required to attend the Fire Marshall training. It is important that you familiarise yourself with the location of fire extinguishers, alarm and assembly points in your area of work.

Health & Safety Consultation: The Hospital's Safety Committee meets regularly to monitor all aspects of safety in the Hospital. The Committee is broken down into satellite Health & Safety Committees and it is the responsibility of each satellite committee to promote Health and Safety within their area and to identify hazards in an effort to minimise risks.

Health and Safety in Pregnancy: The Hospital is committed to ensuring safety, health and welfare of pregnant Employees and their unborn children and breastfeeding Employees. Employees who are pregnant should inform their Head of Service / Line Manager as soon as possible

and complete the Pregnancy Risk Assessment form from the Occupational Health Department.

Moving and Handling & VDU Seminar courses: It is mandatory for all staff to attend a moving and handling course when requested to do so. Moving and Handling Training is provided on the Induction Programme. Your Line Manager will make the necessary arrangements for you.

The Hospital carries out risk assessments of VDU workstations including the keyboard, the VDU screen, printer, work chair, work desk and VDU environment. Employees are expected to implement the results of these assessments. Seminars on seating and VDU's are provided by the Hospital and Employees are required to attend.

Disposal of Sharps / Needles: Employees are personally responsible for the safe disposal of sharps / needles. You should familiarise yourself with the guidelines which can be located in the Clinical Safety Statement.

Accidents and Incidents at Work: Employees are obliged to ensure accidents or injuries are prevented if possible. All accidents/incidents, including near misses, which occur to a patient, Employee or visitor, must be recorded as soon as possible on a "Risk Management Occurrence Form". Medication incidents should be recorded on the separate Medication Incident Report (MIR) risk management occurrence form. Employees are required to cooperate with the accident reporting system and will provide information, which will assist in establishing the circumstances surrounding the accident. Loss and theft incidents should be reported. The "Risk Management Occurrence Form" and "MIR" form are available in your Department or on the Hospital's Intranet.

Section 4

It is the responsibility of all Employees to report dangerous conditions, faulty equipment, etc. Don't assume that someone else will do it.

All forms should be returned to Risk Management after the event.

Occupational Health Services

The Hospital recognises and values the commitment and dedication of its Employees in delivering a high-quality service and has in place comprehensive support mechanisms for staff to promote their health and well-being.

The Hospital provides and continues to develop an Occupational Health Service and Health Promotion for all its Employees. The Occupational Health Department offers a range of services.

Employee Support: An Employee support service provides a confidential counselling support and referral service for all Employees with personal or work-related difficulties. The service is provided by trained and experienced counsellors who are professionally qualified and bound by the codes of conduct of the professional bodies to which they belong. Managers may also contact the service for advice and guidance on issues relating to Employee performance. A wide range of issues are dealt with, including:

- Stress at work.
- Difficult relationships in work (including bullying/harassment).
- Traumatic events (e.g. assault, suicide).
- Addictions (alcohol, drugs).
- Personal issues outside of work (e.g. bereavement, relationships).

The services provided on a confidential basis are:

- Professional assessment.
- Personal support.
- Counselling.
- Referral onwards to other professional resources where appropriate.
- Trauma support.

Occupational Injuries: Immediate treatment for all occupational injuries is carried out by the Hospital's Emergency Department, e.g. back injuries, sharps/inoculation injuries, burns etc. The Occupational Health Department, if required, arranges follow-up treatment for work-related injuries.

Vaccination Clinic: A vaccination programme providing protection against the Hepatitis B virus is offered to all Employees. Employees who carry out exposure-prone procedures must have their immune status evaluated and updated on a regular basis.



Section 4

Health Surveillance: The Occupational Health Department looks after the occupational health and welfare of Employees with emphasis on health promotion and preventing work-related accidents and disease. This is done in various ways i.e. vision screening, sickness absence management, manual handling advice, infectious disease prevention, workplace inspections with ergonomic advice, immunisation and advice on compliance with legislation and hazardous substance assessments.

Risk Assessment: The Occupational Health team advises management and Employees on health issues pertaining to work and are part of the Risk Management team.

Health Promotion

Health Promotion: The Hospital is a member of the Irish Health Promoting Hospital Network and has an active Preventative Medicine and Health Promotion Department, which aims to deliver services that promote the health and well-being of staff, patients and the community.

A multidisciplinary committee directs health promotion activities within the Hospital. There are several information boards throughout the Hospital giving information on topics such as healthy eating, alcohol awareness, eye care, smoking and blood-borne viruses.

Smoke Free Campus: The Hospital promotes a smoke free campus and smoking has not been permitted on the hospital campus, including the grounds, since the 1st January 2009. To minimise any discomfort for staff who smoke, nicotine products are provided free of charge for Employees. Advice and support is available from the

hospital's Smoking Advice Service for those who want to manage their smoking while at work, or those who want to quit long-term. The service can be contacted through the Preventative Medicine and Health Promotion Department on extension 4958.

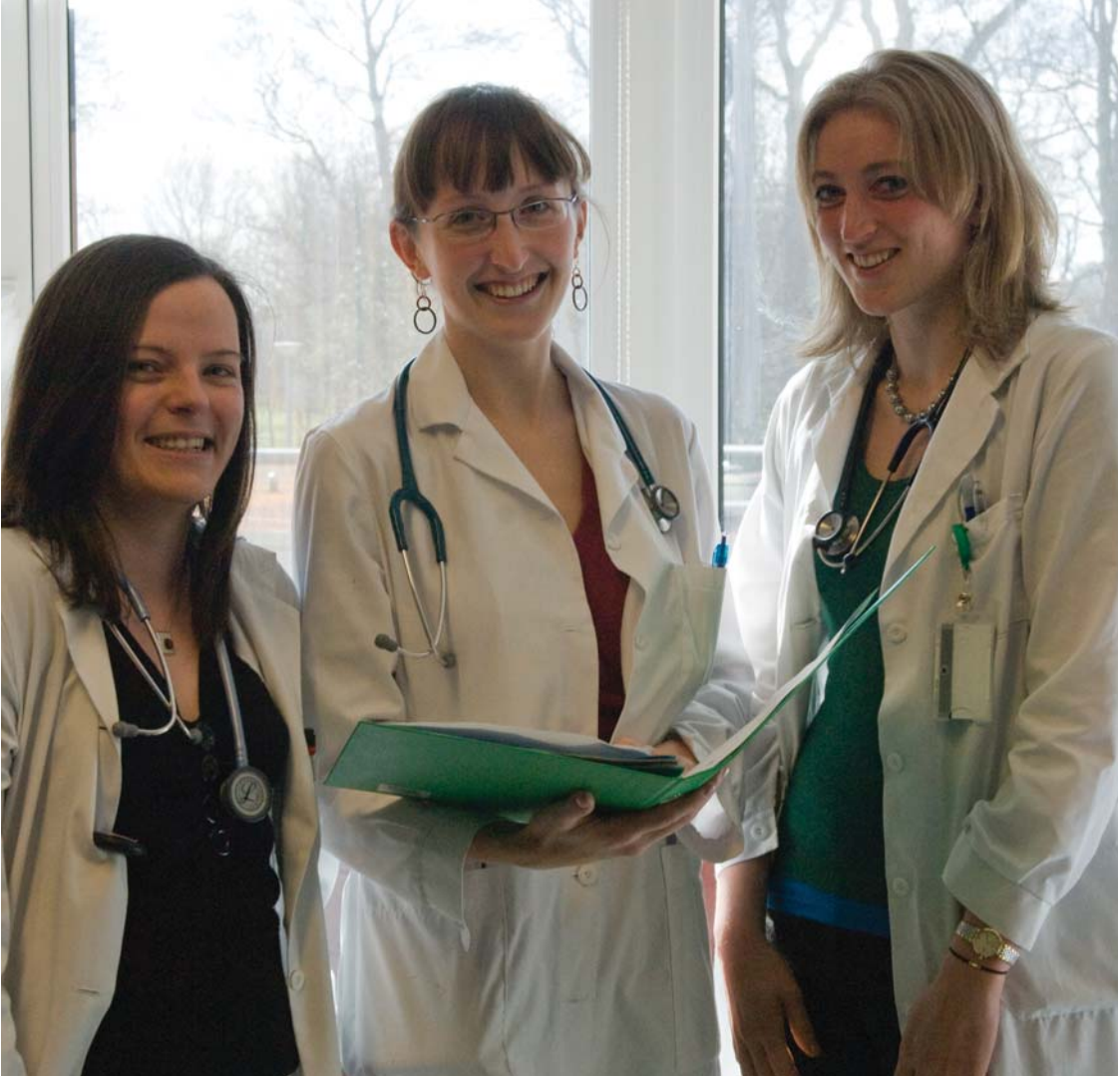
Work/Life Balance

The Hospital recognises the importance of a healthy work/life balance for its Employees and has therefore introduced a number of policies and procedures, including extended working arrangements, rosters and rotas that can aid Employees in achieving this balance through various forms of flexible working arrangements. At the centre of this balance is the short, medium and long-term focus on a balance between providing a service now and taking care of our human resources to ensure that we can continue to deliver the service in the future. A brief summary of these policies is set out below.

Flexible leave arrangements: These policies aim to facilitate equality of opportunity for men and women in the workplace. Arrangements for work/life balance include statutory entitlements and non-statutory arrangements. Statutory entitlements include annual leave, maternity, adoptive, force majeure, parental and carer's leave. Non-statutory arrangements may be granted at the discretion of the Hospital, such as paternity leave, compassionate leave, career break, short-term leave of absence (unpaid leave), marriage leave and exam or study leave. Leave policies are explained further in Section 8 of this Handbook.

Flexible hours arrangements: Flexible hours arrangements and reduced working hours are other non-statutory arrangements, which

Section 4



may be granted with the permission of your Head of Service / Line Manager and are dependent on departmental requirements and patient service needs.

These arrangements include Flexi-time and Flexible Working Arrangements i.e. reduced working hours.

Flexi-time: Flexi-time is available to Employees in a number of areas in the Hospital. Due to the nature of the work flexi-time may not be permissible in certain areas/departments. Flexi-time involves defining "core" hours when all Employees must be in work. This is decided by the relevant Head of Service / Line Manager and approved by the HR Department. The flexible period during which staff may start/finish work at any time of their own choosing is outside of those "core" hours.

Flexible Working Arrangements (Reduced Working Time): The Agreement on Flexible Working in the Health Service provides for the implementation of permanent and pensionable part-time working arrangements. It ensures that part-time Employees are entitled to all the same benefits as their full-time counterparts on a pro-rata basis.

Employees should in the first instance discuss any changes in working hours with their Head of Service / Line Manager. Flexible working hours are conditional on there being no adverse affect on the hospital service and the Department's commitment to meeting its operational requirements.

TOIL (Time Off in Lieu): Time Off in Lieu is an employer mechanism for returning additional hours worked to that Employee at a later date. It is a mechanism that may be used where it is preferable to utilizing an overtime arrangement.

Section 5: Employee Communication and Partnership

Internal Communications

The Hospital uses a wide variety of tools to help develop and maintain open channels of communication within the organisation. Heads of Service / Line Managers and Employees are encouraged to have constructive dialogue with each other. Employees will be informed about, and given opportunities to participate in, decisions affecting their work life in a way that is consistent with effective management.

Information, in as far as is practicable, is communicated internally before it is disseminated externally. All written information is produced in a clear, concise manner, suitable for the audience and written in plain language.

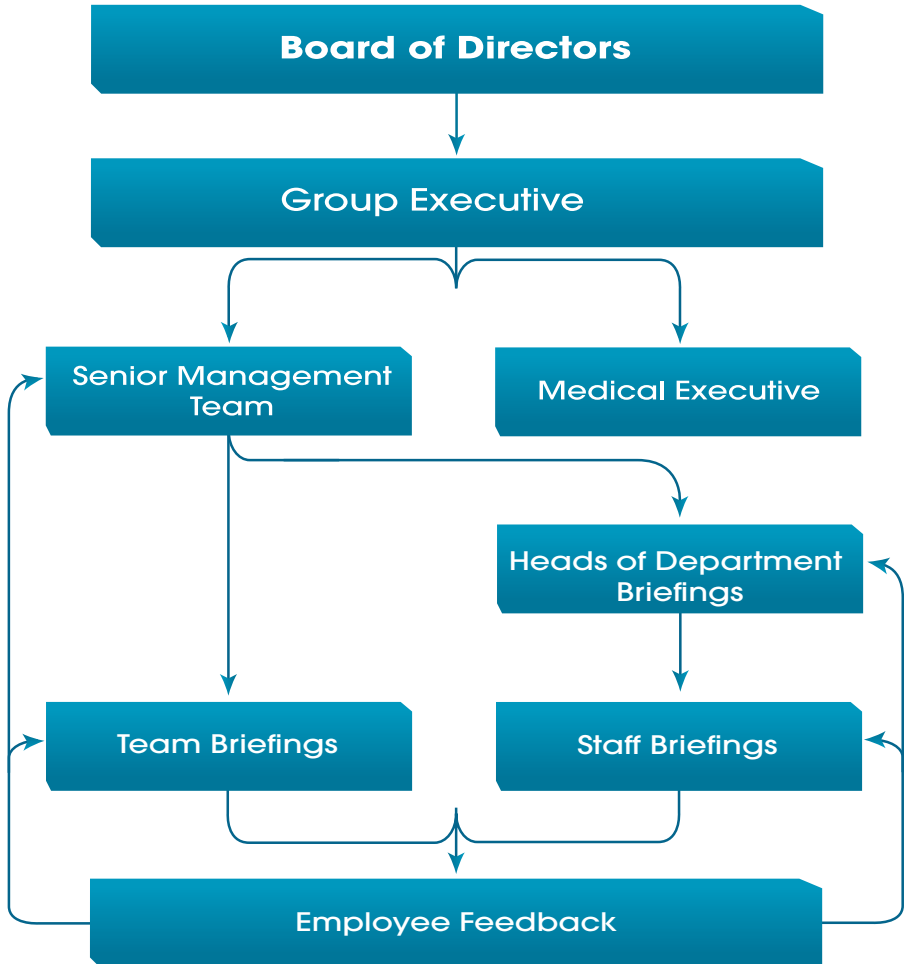
Information is communicated through a variety of avenues e.g. verbal or written (electronic or hard copy). These may include, but are not limited to, those listed below.

Communications Pathway: Meetings & Briefings

Staff Briefings: The Hospital's Senior Management Team conducts hospital-wide information sessions and staff briefings. These inform all staff of developments in the Hospital.

Intranet: The Intranet is a widely utilized tool for provision of easily updatable and current information around the Hospital. Hospital forms, policies and procedures are now accessible via the Intranet.

Communications Pathway



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You are encouraged to utilize this forum in the first instance when seeking information on such matters.

Newsletter: The Hospital newsletter is called “Newsround” and is circulated on a monthly basis. “Newsround” carries a range of news and views from Hospital Management and Staff. The purpose of the newsletter is to keep all Employees informed by highlighting news and developments across a range of areas in the Hospital. Contributions or suggestions for the newsletter are always welcome.

Notice Boards: There are official notice boards in various locations throughout the Hospital. They provide information on a variety of items of importance to Employees, including Job Advertisements, Learning and Development programmes and Employee Relations matters.

Reports and Publications: The Hospital publishes a variety of reports, including the Annual Report and other clinical and non-clinical reports. These are accessible on the Intranet.

Presentations: Various departments across the Hospital regularly arrange presentations which staff may attend to further their knowledge of an area.

Emails and Memos: All user memos are circulated by email and placed on notice boards around the Hospital so that information is accessible to all. Such memos are approved in advance by the Quality, Risk and Consumer Affairs Department.

Websites: We have four websites for the hospital group: one for each of the hospitals and one for the group as a whole. It is incredibly important that the information on these websites is maintained

Communications Process: Electronic and Written



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and accurate. Each department is responsible for ensuring their own page is updated regularly and used to the best advantage for the healthcare group and its patients.

Information and Consultation: Consultation (meaning the exchange of views and establishment of dialogue between the Employees' representatives and the Hospital) takes place on decisions relating to:

- Probable development of the activities of the organisation.
- Probable development of employment within the organisation or any measures envisaged, in particular where there is a threat to employment.

Consultation shall be with a view to reaching agreement on such decisions, and complies with the Hospital's obligations under Employees (Provision of Information and Consultation) Act 2006 and the Health Services Information and Consultation Agreement 2006.

External Communications

Communications with the Media: Enquires from the media in relation to any aspect of the Hospital's activities, policies or patients should be referred as follows:

- **During normal working hours:** The Group Chief Executive or Director of Operations.
- **Outside normal working hours:** Senior Nurse Management who will liaise with Senior Hospital Management.

Giving interviews, statements or any other information connected with the services provided by the Hospital should not be undertaken without the prior approval of the Group Chief Executive or the



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delegated official spokesperson for the Hospital. Such unapproved actions have the capacity to prejudice the interests and reputation of the Hospital.

Freedom of Information and Data Protection: The Freedom of Information Acts 1997 and 2003 and Data Protection Acts 1988 and 2003 give people (including Employees) specific legal rights to their personal information and to reasons for decisions that affect them. These acts place a responsibility on all of us to keep accurate and up-to-date records, to keep records safe and secure and to give people access to their personal records. The Quality, Risk and Consumer Affairs Department deals with Freedom of Information and Data Protection requests from the public.

Workplace Partnership

The Hospital supports and operates a partnership approach in which management is committed to consulting and engaging with staff and trade unions on change. All Employees are encouraged to participate in the process of change and the ongoing development of a world-class service in their area of speciality and across the Hospital.

The Partnership approach is linked on a national level through the Health Services National Partnership Forum (HSNPF). The HSNPF is a joint management/trade union steering committee for workplace partnership in the Irish Health Service. It has continued to promote a partnership approach to change and problem solving in the health services under the national partnership agreements such as "Sustaining Progress" and "Towards 2016".

The partnership approach is formally organised locally in the Hospital through the Partnership Committee. This committee is jointly chaired by a Union representative and a Senior Management representative and has an equal number of management and union nominees. This provides an opportunity for staff and management to work together to bring about patient-focused change. A designated facilitator from the office of the HSNPF supports the partnership process in the Hospital.

The role and purpose of the local Partnership Committee is to act as a mechanism through which initiatives to address organisational and work-related issues and challenges are progressed. This committee and various sub-committees meet on a regular basis. Details regarding the committee's various issues and initiatives are available on the Hospital's Intranet.

Further information on the Hospital's Partnership Committee, including contact details, is available on the Intranet.



Section 6: Employee Development

Overview

We are a major teaching hospital. Our mission is to provide excellent service to our patients now and into the future. To do this, our Employees in all disciplines need to strive for professional excellence. The Hospital is therefore committed to supporting this by continuously developing its Employees and its processes through a number of methods including:

- Developmental Programmes.
- Continuous Improvement Initiatives.
- Performance Management.
- Team Development.
- Personal Development Planning & Implementation.
- Support for Continuous Professional Development.
- Specific Learning & Development Interventions.
- Clinical Research Centre.

We also support staff to attend external work-related courses and academic programmes, in pursuit of excellence for our patients.

Nursing Education: The Hospital has strong links to the nursing degree programme in UCD and also has a Nurse Education Centre (NEC). From the NEC we offer career development to Nurses, Allied Health Professionals and Health Care Assistants. Our aim is to “identify the

education needs of nurses, target nursing service areas for development and provide and organise accessible, high-quality continuing education and professional development programmes for nurses, midwives and allied health care staff. For particular NMPDU sponsored projects we run courses that cater for the East Coast Area”.

Courses delivered in the NEC incorporate both academic content and also effective learning, personal development and interpersonal skills. Some of the courses offered are listed below:

- Preceptorship Programme.
- LEO Programme.
- Management Education Programmes.
- Induction and Orientation for new nursing staff.

Medical Postgraduate Training: Ongoing postgraduate education is provided for all doctors at the Hospital. As part of self-directed continuing education, Medical and Surgical Grand Rounds, a wide variety of clinical conferences and membership tutorials, are run frequently. These meetings are run by each department and will provide a core of knowledge for those who should be continuing their medical education. Non-Consultant Hospital Doctors (NCHDs) are encouraged to participate in undergraduate teaching as a valuable way to consolidate/increase their own knowledge base. Interns have protected lunchtime teaching time during the week. Strong links to UCD are present at Consultant and NCHD levels.

SKILL Programme: SKILL (Securing Knowledge Intra Lifelong Learning) is a national programme, which was established under social partnership. The Trade Unions representing support service grades secured a significant fund in order to deliver education and development, which facilitates continuous improvement of the way

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support services are delivered in the Health Service. The Hospital, in support of SKILL and as part of this programme, offers staff and supervisors in support services the opportunity to return to education and develop their skills whilst obtaining an accredited certificate from the Further Education and Training Awards Council (FETAC levels 3, 5 and 6). Further information can be found on the Hospital Intranet, www.skillvec.ie or from the Learning and Development Division of the HR Department.

Induction: For all Employees, your career here in the Hospital starts with an Induction Programme, whether it is a 3 day Corporate Induction Programme or a 3 week Nurse Induction Programme. The aim of the Induction Programme is to give an overview and introduction to the Organisation, complete mandatory training programmes and equip staff with the necessary information that will allow them to settle down quickly and happily.

Following Induction we want to ensure that all individuals get the best possible start here in the Hospital and we aim to achieve this through the following:

In-house Training Programmes

A wide range of in-house courses are available to all Employees which are designed to develop a number of technical and personal skills, such as:

- Negotiation and influencing skills.
- Communication skills.
- Personal development.
- Performance management.
- Computer literacy.

- Assertiveness skills.
- Time management skills.
- Stress Management.
- Feedback Skills.
- Fire Safety Training.
- Manual and Patient Handling Training.
- Basic Life Support Training.
- IV Medication Training.
- Sharps Handling.
- Health Service Policies.

Management Development: As with any large organisation the Hospital is committed to developing the management skills of its Managers. A suite of courses both developmental and skill focussed are provided in leadership and management.

Personal Development Planning

“A Personal Development Plan sets out the actions people propose to take to learn and to develop themselves. They take responsibility for formulating and implementing the plan ...”

PDP is a continuous developmental process that allows Employees, through communication with their Manager, to identify their development needs, to review and evaluate their current position and to set objectives and put in place a development plan.

The Personal Development Plan can be used for job related development, career development, personal development or for all three (holistic development).

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There are four main stages in the PDP process:

Stage 1: PDP Preparation.

Stage 2: Personal Evaluation, then feedback.

Stage 3: Setting out and agreeing a development plan.

Stage 4: Reviewing and Modifying.

PDP helps Employees receive recognition for their work and provides them with as much information as possible about what they do and what is required in order to do better.

The PDP can be completed online at www.hseland.ie which provides a clear framework of competencies that allows people to identify the following:

1. Where have I been?
2. Where am I now?
3. Where would I like to be?
4. How do I get there?

Employees can receive further information regarding PDPs from the Learning & Development Division of the HR Department or from their Line Manager.

External and Academic Courses: The Hospital supports and encourages its Employees to undertake external and academic courses that are of assistance to their work performance and are related to their career development. In certain cases we are able to provide financial and study-leave assistance for these courses subject to their relevance to the organisation's goals and the organisation's financial position. The applicant must have completed a PDP and

other relevant criteria prior to applying. For further information on how to apply for funding and study leave and for application forms, please refer to the Intranet.

Coaching: At this Hospital we aim to fully develop our internal talent, maximise our Employees' abilities and ensure that Employees are motivated and happy in their working life. One method we use to do this is through a coaching facility that is offered for both teams and individuals.

There are a number of benefits to availing of coaching, including:

- Increased motivation.
- Better goal and objective setting.
- Improved application.
- Better work life/other life balance.
- Increased confidence.
- Increased decision-making abilities.

Online Learning: Employees are encouraged to supplement their attendance at training courses with a number of online learning programmes that cover topics as diverse as "Equality & Diversity", HSE Record Management and computer training. The online learning programmes available to all HSE staff can be found at the Learning Centre at www.hseland.ie and can be used outside of work hours or by agreement with your manager.

Probation Management (See Page 23)

Team Based Performance Management (See Page 18)

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For further information on any of the above Employee development practices please contact the Learning & Development Division of the HR Department.

Career Opportunities

The Hospital is committed to attracting and retaining the best staff. Vacancies are normally advertised both internally (on the Hospital's intranet and notice boards) and externally and are filled through open competition.

Facilities

Education & Research Centre (ERC): The ERC is located on the main hospital campus near the Nutley Lane entrance. The ERC is committed to supporting research within St. Vincent's Healthcare Group and thereby improving patient care. The Hospitals' researchers collaborate with clinicians and researchers worldwide to "address major questions in the diseases that afflict the Irish population".

Nurse Education Centre (NEC): The NEC is located on the main Hospital Campus opposite the Main Entrance of the Hospital.

Library: The Hospitals' Library and Information Services is located on the first floor of the Education and Research Centre. It provides study carrells, PC workstations, WiFi connection, access to a number of databases as well as access to a wide range of healthcare textbooks. All St. Vincent's Healthcare Group staff, Students and Research staff are able to avail of the Library facilities for study and research purposes.

Section 7: Employee Rights and Responsibilities

Conduct and Behaviour

Code of Conduct: All Employees are expected to maintain high standards of behaviour and conduct while carrying out their duties. You must respect the equality rights of others and you are expected to:

- Use your time positively and constructively.
- Be approachable and pleasant.
- Make others welcome and valued.
- Show respect to people from all ethnic, religious, cultural and social backgrounds.

Computer Usage Policy: All users are expected to exercise good judgement and to act in a professional manner when accessing the Internet, using e-mail or using Hospital computer systems. Each user has a responsibility to maintain the Hospital's image, to use these electronic resources in a productive manner and to avoid placing the Hospital at risk for legal liability based on their use.

The full Computer Usage Policy can be found on the Hospital's Intranet. It is vital that you read the Computer Usage Policy in detail. If there is anything that you do not understand, it is your responsibility to ask your Line Manager or the ICT Department for further information.

Telephone usage: Office telephones must be used only for hospital business. If you wish to make a private call you must use the public

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telephones, where available, during break times only. You will be notified immediately of emergency calls.

Personal mobile phones should be switched off when in attendance at work unless expressly permitted by your Line Manager for urgent exceptional reasons.

Confidentiality: In the course of your employment you may have access to, or hear information concerning the medical or personal affairs of patients and / or staff, or other hospital business. Such records and information are strictly confidential and unless acting on the instruction of an authorised Manager, on no account must information concerning staff, patients and other hospital business be divulged or discussed except in the performance of normal duty. In addition confidential records and information must never be left in such a manner that unauthorised persons can obtain access to them and must be kept in safe custody when no longer required.

You shall not discuss or disclose any information of a confidential nature except in the proper course of your employment. These restrictions shall continue to apply after termination of this appointment.

Employee Gifts or Gratuities: An Employee may not solicit or accept, directly or indirectly from any person, firm or association anything of economic value such as a gift, gratuity or favour which might reasonably be interpreted as being of such nature that it could affect his / her impartiality in dealing with the donor. Please refer to the Employee Gifts and Gratuities policy on the Intranet for further details. Please note that any breaches in the Employee Gifts and Gratuities Policy will be dealt with in accordance with the Hospital's Disciplinary Procedure.

Unjust enrichment: Unjust enrichment must be strictly avoided. This principle prohibits an Employee from gaining any advantage, other than official remuneration in respect of his / her duties e.g. acceptance of special facilities or discounts on private purchases from suppliers with whom the Employee has official dealings.

Staff Identity and Security Cards: The wearing of identity badges is obligatory for all Employees. ID Badges are supplied free of charge but the cost of replacement must be borne by the Employee. ID badges are issued by the Security Department. On leaving employment your ID badge must be returned to the Security Department.

Outside Occupation: To ensure compliance with Section 33 of the Organisation of Working Time Act 1997, in respect of double employment and the number of hours worked during a reference period (i.e. an average of 48 hours per week calculated over a period of 4 months), the Hospital requires Employees to notify their Line Manager of any outside employment and to promptly complete the Double Employment Form, which is available from the HR Department, in order to obtain approval.

Employees should not engage in any gainful occupation, other than as an Employee of the Hospital, to such an extent as to impair the performance of your duties or which might be inconsistent with the discharge of your duties as an Employee of the Hospital, or which conflicts with the interests of the Hospital.

Dress Code: The majority of Hospital Employees wear a uniform at work and Employees attached to certain departments may be required to wear protective clothing or comply with specific hygiene requirements related to an area of work. Employees must at all times

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adhere to the correct procedure for access and return of scrub suits. All Employees are expected to dress neatly and appropriately, consistent with local policies and maintain public confidence in the services we provide.

Personal Mail: Personal mail should be directed to your home and the Hospital's mailing system should not be used in any circumstances for personal mail. All mail directed to the Hospital can be opened by an appropriate Employee.

Printing/Photocopying Facilities: Printing and photocopying facilities are for official use only.

Workplace Collections: Unauthorised gambling, betting, collections, money lending and distribution of literature or goods are strictly prohibited.

Improper Use of Property: All Employees are expected to do their best to prevent the waste of resources or improper use of Hospital property. If you detect any abuse of this nature you should report the circumstances to your Line Manager.

Political Opinion: The Hospital does not discriminate against Employees on the basis of political beliefs or opinions. However, political opinion should not compromise the Employee's obligations to the Hospital nor should it be expressed / disseminated in the workplace.

Declaration of Interest: Employees are duty bound to disclose any interest, financial or otherwise, which is likely to influence the exercise of that individual's independent judgement.

Grievance & Disciplinary Procedures

Purpose of the Grievance Procedure: The Hospital is committed to promoting and maintaining positive Employee relations and fostering the commitment and morale of staff. The purpose of the Grievance Procedure is to enable Employees to raise any complaints concerning work-related matters, so that the issue may be addressed promptly and as close as possible to the point of origin without disruption to patient care.

A grievance can be defined as a complaint, which an Employee has concerning his or her terms and conditions of employment, working environment or working relationships. This procedure covers individual and collective complaints.

Most routine complaints are capable of being resolved on an informal basis without recourse to the formal grievance procedure. The Employee may in the first instance raise the complaint informally with his or her immediate supervisor/manager or if the complaint relates to their Line Manager they may discuss the matter with another manager. If the matter cannot be resolved through informal discussions, the Employee may raise a formal complaint under the Grievance Procedure.



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Purpose of the Disciplinary Procedure: The delivery of a high-quality service to patients requires all Employees to adhere to high standards of work performance, conduct and attendance. Where the performance and/or behaviour of an Employee have fallen below the required standards the Disciplinary Procedure is the agreed formal process used to give the Employee the opportunity to bring the performance or behaviour back to the required standard.

Heads of Service / Line Managers are responsible for making Employees aware of the standards of attendance, work and conduct expected from them and for dealing with shortcomings promptly and fairly. In general, the Employee's immediate Line Manager will deal with deficiencies on an informal basis in the first instance through informal counselling and offering appropriate assistance as per the Legal Framework for People Management.

If, following informal counselling, the Employee's performance/behaviour continues to fall below the required standards then the disciplinary procedure should be invoked. The purpose of the disciplinary procedure is to help the Employee to achieve the necessary improvements and prevent any recurrence. The agreed stages of the procedure are:

- Verbal warning.
- Written warning.
- Final written warning.
- Dismissal with a formal hearing preceding each stage in accordance with the Legal Framework. The process may be shorter in serious cases.

Section 8: Employment Policies

The Hospital formulates policies and procedures in the interests of both management and staff on an ongoing basis. Your appointment is subject to your acceptance of and continued compliance with Hospital policies and procedures. Full and up-to-date versions of the policies are available on the Hospital Intranet.

Equal Opportunities / Diversity

The Hospital is an Equal Opportunities Employer where recruitment and promotion criteria are based on each individual's abilities and competencies. Discrimination, either direct or indirect, which impedes achievement of full equality of opportunity between all staff, will not be tolerated, in accordance with the Employment Equality Acts 1998 and 2004.

Hospital Management will endeavour to recruit, select and promote Employees on the basis of their abilities, experience, and qualifications according to the specifications/requirements of the job.

Employees who may develop a disability will be supported, as far as is reasonably possible, either to maintain their present position or to take up a new role appropriate to their experience and abilities within the Hospital. All Employees with disabilities will have the same opportunities as other Employees to develop their full potential within the Hospital.

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Legislation governing Equality/Diversity

- Employment Equality Act 1998 and 2004.
- Equal Status Act 2000 – 2004.
- Disability Act 2005.

Equality/Diversity Policies and Guidelines: The Equal Opportunities Policy has been produced to ensure equal opportunities for all Employees and to accommodate diversity in the workplace. All persons regardless of marital status, family status, race, religion, age, disability, sexual orientation, gender and membership of the Traveller community will be provided with equality of access to employment and encouraged and assisted to achieve their full potential. The purpose of this policy is to create a workplace, which provides for equal opportunities for all staff and potential staff and where their dignity is protected and respected at all times. An equal opportunities approach applies to all areas of the hospital including:

- Recruitment and selection.
- Training and work experience.
- Promotion and re-grading.
- Conditions of employment.

Intercultural Working Group: An Intercultural Working Group exists within the Hospital as an advisory resource on issues pertaining to intercultural working, to pro-actively develop diverse cultural relations amongst Employees and patients and identify projects to continuously develop positive intercultural working.

The membership of the group reflects the intercultural diversity of Employees working in the hospital and will also aim to have representation from a wide cross-section of professional categories.

The Director of Quality, Risk & Consumer Affairs acts as patient advocate within this group.

Prayer Room: The Hospital provides prayer room facilities that are open to all Employees. Facilities are available 24 hours a day, 7 days a week. To access these facilities Employees will require their staff ID card.

Religious Services & Pastoral Care: The Chaplaincy Department provides Pastoral Care for patients, their relatives and Employees. There is a Catholic Chaplain on duty at all times. The Chaplaincy service is ecumenical. The Church of Ireland Minister visits every day and Ministers from other religions can be contacted on request.

The Hospital Chapel is located on the ground floor and is open all day. The Oratory for private prayer is located beside the Shop in the Main Hall and is open at all times. Times of Masses and other services are displayed on the notice board in the Main Hall and patients, Employees and visitors are welcome.

Dignity at Work

The Dignity at Work policy for the Health Service has been prepared by the HSE - Employers Agency and Trade Unions to ensure that all Employees are treated with dignity and respect in the workplace and that Employees realise their duty of care to treat others with dignity and respect.

Dignity at Work protects Employees from bullying, sexual harassment and harassment from either a work colleague or a person with whom an Employee comes into contact during their work. All Hospital Employees must comply with the Dignity at Work policy.

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If you feel that you are being bullied/harassed you may approach the person concerned or have a Head of Service / Line Manager approach them on your behalf. You may also wish to speak to one of our trained Support Contact People who are there to outline the options open to you, explain the procedure for dealing with allegations of bullying/harassment and to offer you support. A list of Support Contacts is available from the Human Resources Department and on the Intranet.

Trust In Care

The Trust In Care policy has been drawn up to ensure that the safety, welfare and dignity of patients are upheld at all times. The Hospital has a duty of care to ensure that all patients are protected from any form of behaviour, which violates their dignity. The Hospital also has a duty to ensure that its Employees are provided with the necessary support, training, and supervision and in the case of spurious allegations, protection to enable them to deliver a high quality of service. The Trust in Care policy sets procedures in place to ensure that these objectives are met.

The aim of the Trust in Care policy is to ensure prevention through an increased awareness and vigilance from all staff, a thorough recruitment and selection procedure, ongoing training and abidance with Hospital Code of Behaviour.

Customer Care

The Hospital has defined our customers as anyone who is in contact with us, whether they are Employees, in-patients, outpatients or

external visitors. To show our commitment to meeting our customer's needs and to provide a quality service, we have developed Customer Service Standards. These standards outline what is required to provide and deliver a quality customer service, how to respond to written communication and how to deal with complaints.

Managing Attendance

The Hospital aims to provide excellent care to its patients, as stated in the Hospital and Group mission. It is therefore important to have full attendance across the Hospital and Hospital Management will support Managers and Employees in achieving this goal. The Hospital has put in place clear and precise sick leave procedures and offers an Occupational Health service to all Employees.

The role of the Employee is to render regular and efficient service and to advise their Line Manager of any matter, which may affect their attendance at work.

Hospital Employees may avail of a comprehensive sick pay scheme. However sick pay is conditional on Employees complying with the provisions of the sick leave scheme and cooperating with any measures to facilitate their return to work.

Employee Leave Policies

The Hospital operates a number of leave schemes. Statutory leave is granted in accordance with current legislation, and may be changed due to legislative amendments or the introduction of new legislation. Discretionary leave is a benefit applicable to Employees of

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the Hospital. It assists the Hospital in looking after the holistic needs of its Employees. The decision on whether or not to grant discretionary leave lies with the Hospital.

All leave applications are subject to the service needs of the Hospital and approval by the appropriate Head of Service / Line Manager, and should be made in writing on the approved application form(s). Rostered and part-time Employees may consult their Head of Service/ Line Manager to determine their entitlements, which are calculated on a fair and pro-rata basis.

Statutory Leave

Annual Leave: All Employees have a statutory annual leave entitlement to provide an opportunity for rest and relaxation. The Hospital offers a range of annual leave entitlements for various grades in the organisation.

Your contract of employment will outline your entitlement to annual leave. This entitlement is calculated on the basis of your staff grade and the hours you are contracted to work.

Public Holidays: There are nine public holidays provided for in the Organisation of Working Time Act Regulations 1997 as follows:

- New Year's Day.
- St. Patrick's Day.
- Easter Monday.
- The first Monday in May.

- The first Monday in June.
- The first Monday in August.
- The last Monday in October.
- Christmas Day.
- St. Stephen's Day.

Full-time Employees shall, in respect of a public holiday, be entitled to whichever one of the following the Hospital determines, namely;

- A paid day off on the Public Holiday;
- A paid day off within a month of that day;
- An additional day of annual leave; or
- An additional day's pay: as Hospital Management may decide.

Privilege Days: Good Friday and Christmas Eve are additional days off granted at the discretion of the Hospital. The provision of Privilege Days is based on the conditions of employment for each particular grade and therefore not applicable to all Employees of the Hospital. Employees should consult their Contract of Employment for further details. For Employees who are eligible for Privilege Days, details regarding the granting of these days on the day or at another suitable time are subject to local arrangements and will be notified in advance.

Maternity Leave: The Hospital recognises the entitlement of all female Employees to maternity leave from work immediately before and after the birth of their child. This entitlement extends to all female Employees, regardless of how long you have been working for the organisation or the number of hours worked per week. Entitlement to

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pay from the Hospital during maternity leave depends on the terms of your contract of employment. You can also avail of additional unpaid maternity leave.

- **Ante and Post Natal Medical Care:** Employees are entitled to as much paid time off as is necessary for antenatal or postnatal medical visits.
- **Breastfeeding:** Breastfeeding mothers have an entitlement to either an adjustment of working hours to allow them to breastfeed their child, or where breastfeeding facilities are provided to breastfeeding breaks.

Adoptive Leave: Adoptive leave is paid leave granted to Employees who legally adopt a child. It is taken around the time of the adoption. Additional unpaid adoptive leave may be granted on application. Adoptive leave is generally taken by adopting mothers or in certain circumstances adopting fathers.

Parental Leave: Employees may avail of unpaid parental leave to take care of their children. Differing terms may apply, depending on the age and circumstances of the child. Parental leave may be taken as a block or broken into weeks, days or hours. The final decision regarding the manner in which the leave is taken is at the discretion of the Hospital.

Carer's Leave: Employees have a statutory entitlement to take an amount of temporary unpaid leave from their employment to enable them to personally provide full-time care and attention to a person who is in need of such care. Length of service conditions apply.

Jury Service Leave: Special leave with pay may be granted to Employees who are called to serve on a jury.

Force Majeure Leave: Employees may take immediate time off work in the event of an unforeseen injury or illness of a close family member where the presence of the Employee is indispensable. The maximum amount of Force Majeure leave that may be taken in a given period is determined by legislation.

Discretionary Leave

The Hospital offers a wide range of discretionary leave in order to support Employees in times of difficulty, assist Employee development and positively promote work/life balance.

The aim of the Hospital is to facilitate Employees where possible, without undermining our ability to service the needs of our patients. Due to the needs of the Hospital it will not always be possible to grant discretionary leave. All requests are treated on an individual basis.

Sick Leave: The Hospital may grant sick leave to support Employees through a difficult time of illness.

Employees who are absent from work must inform their Head of Service / Line Manager at the earliest possible time, at least two hours prior to the expected time for commencement of duty or in line with your departmental policies. Employees are covered by the sick leave scheme applicable to their grade and employment status, details of which are set out in the hospital sick leave policy, which is available on the Intranet.

Marriage Leave: Marriage Leave is a benefit that some grades of staff may be entitled to use around the time of their wedding. In order to qualify for this benefit, the Employee must be below a certain annual leave threshold.

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Paternity Leave: All fathers employed by the Hospital are entitled to three days of special leave with pay around the time of the birth or adoption of a child.

Compassionate Leave: The Hospital understands that at times of bereavement an Employee may need to take time off from work. Compassionate leave may be granted in respect of a spouse or an immediate relative. While there is no automatic entitlement to staff for compassionate leave the Hospital will endeavour to accommodate such leave where possible.

Study Leave/ Exam Leave: Employees pursuing approved courses may be granted study leave for each academic year of the course. Employees sitting exams directly related to courses approved by the Hospital may be granted examination leave. Please refer to Section 6 (Employee Development) of this Handbook for further information on this area.

Leave of Absence (Career Break): Career Breaks can be granted for a period of not less than one year and a maximum of five years. Career Breaks are granted for the following reasons only:

- Domestic reasons.
- Educational purposes.
- Foreign travel.

An Employee's application may be refused where it is considered that the granting of a Career Break would have a detrimental effect on the service. Applications for a Career Break must be made at least three months in advance of the intended Career Break.

Section 9: Pay & Benefits

Salary Details: Details relating to your salary are outlined in your Contract of Employment.

Getting onto the Payroll: To ensure that you receive your first salary payment in a timely and efficient manner after you commence employment you must complete the "Employee Details Form" provided by the Human Resources Department.

Rates of Pay: Pay rates, allowances and other pay-related conditions are as approved by the Department of Health & Children. These rates are determined through negotiations between Employee organisations and management representatives. These pay rates are referred to as Consolidated Pay Scales. You can access the Consolidated Pay Scales on the Hospital Intranet.

Pay Frequency: Employees are paid directly by electronic transfer into their nominated bank account by the Hospital. Your contract of employment will state the frequency by which you will be paid.

Monthly Payroll

Payday is the last working day of each calendar month. The December payroll is paid pre-Christmas and the date is notified in November each year.

Basis: Current month basis.

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Monthly Payroll

Overtime/Call/Premiums:

Generally paid one calendar month in arrears.

Staff:

All Clerical, Allied Health Professionals, Medical and Nursing Employees are paid on a monthly basis.

Fortnightly Payroll

Payday is every alternative Thursday.

Basis: The working fortnight ends on a Sunday and paid 11 days later.

First payday may be 3 to 4 weeks after commencement and then every subsequent fortnight.

Overtime/Premiums:

are paid for the same fortnight period as basic pay.

Staff:

Support Services.

Weekly Payroll

Payday is every Thursday

Basis: The working week ends on a Sunday and paid 4 days later.

Overtime/Premiums:

are paid for the same weekly period as basic pay.

Staff:

Temporary short-term clerical and Allied Health Professional Employees.

Understanding your Payslip: Each time that you are paid you will receive a detailed payslip setting out the various deductions and payments. Please contact the Salaries Office if you have any questions regarding your payslip.

Increments: The Department of Health and Children is responsible for approving remuneration rates for Employees. Most salaries are on an incremental salary scale.

An increment is an increase in pay for which provision is made in the salary scale. As a general rule one increment is awarded annually up to the maximum of the pay scale subject to satisfactory performance in the preceding year.

A new Employee's incremental date will usually be on the anniversary of the date they commenced employment with the Hospital. Details regarding any incremental progression are detailed on your Contract of Employment.

Incremental credit may also be given on appointment to certain types of relevant previous service in medical, administrative, paramedical, nursing and non-nursing grades. Applications should be supported by appropriate documentation from previous employers setting out the range and length of experience.

Deductions from my salary

Statutory Deductions:

- **Income tax:** All employers are obliged to deduct income tax from salaries and wages paid to each Employee. New Employees should contact their Tax Office to obtain a Certificate of Tax

Section 9

Credits. In the absence of a Certificate of Tax Credit, tax will be deducted at the emergency rate. If you have been previously employed, your last employer should have given you a P45 Form. This Form should be forwarded to the Human Resources Department with your completed "Employee Details Form" on your date of commencement. Employees are advised to notify the Tax Office of any change in their personal or financial circumstances, which might affect their tax credits, for example a change in grade etc.

- **Social Welfare:** Pay Related Social Insurance (PRSI) is deducted from the salaries and wages of all Employees at the relevant rates. If you require any further details contact the Department of Social and Family Affairs at www.welfare.ie. All permanent and pensionable staff in officer grade posts employed in the public service prior to 6th April 1995 pay Class D contributions. This is a reduced PRSI rate and covers staff for limited social welfare benefits. Since April 6th 1995 all new staff in the Health Service pay class A Social Welfare Contributions and are insured for all social welfare benefits. Please refer to your payslip for details of your PRSI class and PPS number.
- **Pension.** Please see page 71

Voluntary Deductions:

- **Credit Union:** Health Services Staff Credit Union (Tel 01 – 677 8648).
- **Trade Union and Professional Association Membership.**
- **Hospital Saturday Fund:** Health Cover (Tel: 01 – 6600890).

- **Health Insurance:** As an Employee of the Hospital you are eligible to avail of the SVUH VHI Group Scheme (29/1832). The relevant subscription will be deducted from your salary payments. These details are sent from VHI to Salaries directly.
- **Additional Voluntary Contributions/Personal Retirement Savings Accounts:** Please contact the Benefits Section, HR Department for further information.

Hospital Employer Tax Number: 6358585i. This number may be required if Employees are registering for tax purposes.

Employee Number: All Employees are provided with an Employee Number on commencement of employment. Employee Numbers must be used on all correspondence issued to HR or the Salaries Office.

Form P60: The Salaries Office issues a Form p60 which provides details of Pay and Tax for the preceding calendar year at the end of January each year to all Employee on the payroll. This form is attached to the Employees Payslip. Employees are asked to note that this is an official document and must be retained.

Hours of Work: Normal working hours exclusive of meal breaks are stated in your contract of employment.

Additional Hours (Overtime/On Call): Because of the nature of the service provided by the Hospital, Employees are expected to be able to work additional hours as may be required by their Head of Service/ Line Manager from time to time. In all cases the appropriate Head of Service / Line Manager must approve any overtime in advance. Overtime/on call rates are paid in accordance with Department of Health & Children regulations.

Section 9

Overpayments: Although every effort is made to avoid such an occurrence, it is possible that at some time Employees may be overpaid. The Hospital will seek to recover any overpayments by writing to you setting out the details of the overpayment. You will be consulted on how the overpayment will be recouped and you may involve your Trade Union Representative.

PPS Number: A PPS number is a unique reference number that helps you gain access to social welfare benefits and information from public service agencies in the Republic of Ireland such as the Department of Finance, Revenue Commissioners and the HSE.

You will automatically hold a PPS number if you were born in Ireland on or after 1971 or started working in Ireland after 1979. To apply for a PPS number you will firstly need to be resident in Ireland. You should contact the local Social Welfare Office within the area in which you live (www.welfare.ie).

Travel and Subsistence Policy: Employees who are required to travel on official Hospital business, will be paid the travel and subsistence rates approved by the Department of Health & Children. Your Line Manager / Head of Service will have further details on the arrangements for payment of travelling expenses and subsistence and the rates and conditions relating to such expenses.

Easi-Travel Plan: The scheme allows Employees to purchase tax saver commuter tickets from Dublin Bus, Iarnrod Eireann and LUAS light rail system via their employer. By availing of the scheme, staff can save up to 48% of travel costs as a result of tax and PRSI savings. The scheme is administered by the Finance Department. Further information is available on the Intranet.

Pension Scheme

The Voluntary Hospitals Superannuation Scheme (VHSS) is the public service pension scheme in operation in the Hospital and it provides a wide range of benefits to its members. Details in relation to the benefits of the scheme are available from the Hospital's Intranet or by contacting the Benefits Section at pensions@svuh.ie.

Non-Pay Benefits

Non-pay benefits are advantages, which Employees can gain from employment in the Hospital. The following are some non-pay benefits available to Employees. More information regarding non-pay benefits are available at the Corporate Induction programme.

Catering Facilities: Subsidised catering facilities are provided for Employees on the Hospital campus. The staff cafeteria is located on the Ground Floor of the main Hospital Building and is open Monday to Sunday.

Pharmacy: Employees may purchase discounted medication from the Pharmacy on production of a prescription. This service is limited to staff, and Employees must produce their staff ID before prescriptions are dispensed. Please note that prescriptions are not dispensed on demand. They should be left in the Pharmacy Post Box, which is located outside of the Pharmacy Department by 11.30 a.m. and collected after 3.30 p.m.

The Pharmacy does not dispense GMS prescriptions or provide service under the Drug Payment Subsidisation Scheme (DPSS). Employees who qualify for these schemes should use their local community Pharmacy.

Further details can be obtained from the Pharmacy Department or on the Hospital's Intranet.

Section 10: Updating Your Records

Keep your data updated

All data (including electronic) held by the Hospital in relation to its Employees is held in accordance with the provisions of the Data Protection Acts, 1998 to 2003. Should any of your personal details change during your employment with the Hospital, please advise the Human Resources Department in writing so that your records can be updated accordingly.

Such situations might be:

- Current Address.
- Marital Status.
- Change of Name.
- Current Telephone Number.
- Next of Kin.
- Special Needs / Facilities.

HR Contact Details

Contacting the Human Resources Department:

HR Operations

Medical Division

Telephone: 01 – 221 3631

HR Operations –

Nursing Division

Telephone: 01 – 221 4180

HR Operations –

Clinical, Administrative &
General Services Division

Telephone: 01 – 221 4345

Or contact us by email:

humanresources@svuh.ie

Section 11: Leaving the Hospital

Notice requirements: All Employees are expected to give the minimum notice stipulated in their Contract of Employment of their intention to resign from the Hospital.

Notice requirements are as stated in your contract of employment.

How do I resign? A resignation is a voluntary termination of employment by the Employee. Employees can resign by giving notice in writing to their Head of Service/Line Manager by completing the "Staff Termination Form", which is located on the Intranet or available from the HR Department.

Exit Questionnaire: Employees will be asked to complete an Exit Questionnaire when resigning to provide feedback on their career at the Hospital.

We recognise the importance of understanding why Employees leave the Hospital and the purpose of the Exit Questionnaire is to obtain feedback on working conditions and experiences within the Hospital. All information is confidential. We will use the information gathered to assess general employment trends and to make improvements in the workplace where possible, as we strive to continuously improve Employee satisfaction, staff retention and the service we provide to our patients.

Section 11

Returning Hospital Property on Resignation: When resigning from the Hospital, Employees are required to return all hospital property, for example, ID Badges / Swipe Cards, Locker Keys, Bleeps, Mobile Phones, Library Books, Protective Clothing or Uniform items.

Intellectual Property: Employees are advised that any intellectual property or system / invention developed by an Employee as part of your employment remains the property of the Hospital. All documents (including copies), memoranda and other pertinent materials must be returned to the Hospital upon termination of employment.

Pension & Benefits: Please refer to the Hospital's comprehensive Pension Scheme Member guide in relation to the retirement benefits of the pension scheme.



Section 12: Feedback

Improving the Service we provide to our patients and staff.

As the user of the Employee Handbook, we would welcome your feedback and suggestions for improvement. Please complete the below questionnaire and return it to humanresources@svuh.ie.

Overall, how helpful did you find the Employee Handbook?

(Please circle, 1 = Not Helpful, 4 = Very Helpful)

1	2	3	4
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Please rate each section of the Employee Handbook on a score of 1 – 4:

Section 1: About the Organisation

1	2	3	4
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Section 2: Quality and Performance

1	2	3	4
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Section 3: Joining the Hospital

1	2	3	4
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Section 4: Employee Well-being and Support

1	2	3	4
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Section 5: Employee Communication and Partnership

1	2	3	4
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Section 6: Employee Development

1	2	3	4
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Section 7: Employee Rights & Responsibilities

1	2	3	4
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Section 8: Employment Policies

1	2	3	4
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Section 9: Pay & Benefits

1	2	3	4
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Section 10: Updating your Records

1	2	3	4
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Section 11: Leaving the Hospital

1	2	3	4
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What overall impression has reading the Employee Handbook given you of the Hospital?

Notes

Notes