



National Maternity Hospital

***Founded in 1894***



## PERSON SPECIFICATION

&

## JOB DESCRIPTION



## CONSULTANT CLINICAL MICROBIOLOGIST

- THE NATIONAL MATERNITY HOSPITAL
- ROYAL VICTORIA EYE & EAR HOSPITAL

**27 HOURS**  
**10 HOURS**

PLUS ON CALL REQUIREMENTS

QR CODE NMH  
CAREERS



NATIONAL MATERNITY HOSPITAL  
ABOUT US: OUR MISSION AND VISION

## THE HOSPITAL

The National Maternity Hospital is one of Europe's largest maternity hospitals and a leading provider of maternity, women's health and reproductive care, established over 130 years ago. Our expert multidisciplinary team is dedicated to providing the highest standard of care to women and their families, through a range of services including maternity, women's health and neonatology. Over the year's subspecialties have expanded to include expert, evidence-based care for women and babies incorporating fetal medicine, maternal medicine, level 4 neonatal care, gynaecology, histopathology, clinical microbiology, haematology, chemical pathology, anaesthetic care, pain clinic, perinatal genetics, perinatal mental health and bereavement care, adult and neonatal radiology.

The Neonatal Intensive Care Unit is recognised as a national tertiary referral centre for care of very premature babies and sick infants, with expertise in all advanced therapies such as neonatal therapeutic hypothermia. The hospital is also contributing to the National Neonatal Transfer Service which offers a national 24 hour service for the nineteen maternity units in Ireland.

Our women's health services have also expanded exponentially and our gynaecology team treats over 10,000 outpatients annually. Our colposcopy service is funded by the National Cancer Screening Service and has one of the largest units in Europe. We have also developed specialist services catering for urogynaecology, gynaecological cancer, complex menopause care, paediatric adolescent gynaecology, pain management, fertility and transgender care. There are 4 operating theatres on-site.

The NMH established a community midwifery service in 1998, offering domino birth, water birth, early transfer home programmes and homebirth. This service covers Dublin and North Wicklow and continues to be the busiest community midwifery service in Ireland.

Over the decades, the hospital has built up an international reputation for undergraduate and postgraduate training and education for the multidisciplinary team of healthcare providers in all related specialties. Staff are also able to avail of extensive professional development which is facilitated in association with our education providers including University College Dublin and the Royal College of Surgeons of Ireland.

## MISSION STATEMENT

We are the national centre of clinical excellence in maternal, neonatal and gynaecological health. Our mission as leaders in women's healthcare is to deliver the highest quality of safe, evidence based care. We are committed to providing choice, listening to and learning from our patients' experiences. Through excellence and innovation in research and education, we drive the advancement of women and babies' healthcare in Ireland. Our team is our greatest asset, and we are dedicated to investing in and supporting our people.

## VISION

To continuously advance the health of women and babies through excellence in healthcare led by our dedicated teams.

**VALUES;** Quality, Compassion, Respect Collaboration, Innovation, Sustainability

*"Delivering the future"*



The National Maternity Hospital  
Vita Gloriosa Vita ~ Life Glorious Life

## WHY WORK AT THE NMH?

### STAFF BENEFITS INCLUDE:

|                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
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|    | <p><b>FLEXIBLE WORKING / WORK LIFE BALANCE:</b></p> <ul style="list-style-type: none"> <li>• Exceptional Annual leave allowance</li> <li>• Recognition for long service (once off 5 extra A/L days for 25years service)</li> <li>• Access to flexible working options</li> <li>• Access to Career Breaks &amp; Sabbaticals</li> <li>• Family Friendly Policies</li> </ul>                                                                                                                                                                                                                      |
|    | <p><b>SUSTAINABILITY:</b></p> <ul style="list-style-type: none"> <li>• Access to bike to work tax saver scheme</li> <li>• Access to Annual tax saver travel tickets</li> <li>• The NMH was the 1st ISO accredited Maternity Hospital in Ireland</li> </ul>                                                                                                                                                                                                                                                                                                                                     |
|  | <p><b>FINANCIAL:</b></p> <ul style="list-style-type: none"> <li>• Generous statutory defined benefit Pension scheme (including for monthly AVC's)</li> <li>• Paid Sick Leave</li> <li>• Fully Paid Maternity Leave</li> <li>• Employee Discounts (through staff app &amp; WRKIT app)</li> <li>• Subsidised Staff Restaurant with access to a hot meal Mon - Sun</li> <li>• Access to Health Service Staff Credit Union</li> <li>• Financial Planning advice and support (through our EAP service and Pension team)</li> <li>• Access to Parking</li> <li>• Death in Service payment</li> </ul> |
|  | <p><b>EDUCATIONAL:</b></p> <ul style="list-style-type: none"> <li>• Access to co-funding for relevant courses</li> <li>• Access to paid study leave</li> <li>• NMH Staff App</li> <li>• Access to The NMH's eLearning Hub &amp; App</li> <li>• Alumni Network</li> </ul>                                                                                                                                                                                                                                                                                                                       |
|  | <p><b>WELLBEING:</b></p> <ul style="list-style-type: none"> <li>• Social Committee</li> <li>• The NMH are in partnership with WrKit who offer a number of wellbeing supports</li> <li>• Drop in clinics with our Occupational Health team</li> <li>• Employee Assistance Programme</li> <li>• Employee Schwartz Rounds</li> </ul>                                                                                                                                                                                                                                                              |

JOIN US

DEVELOP  
WITH US

EXCEL  
WITH US

**NATIONAL MATERNITY HOSPITAL**  
**DELIVERING THE FUTURE**

| <b>JOB SPECIFICATION / TERMS AND CONDITIONS</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|-------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>PURPOSE OF THE POST:</b>                     | This is a permanent Consultant Microbiologist post with The National Maternity Hospital and Royal Victoria Eye & Ear Hospital. The person appointed will, in respect of the service commitment to the hospitals, be required to carry out duties of a Consultant Microbiologist (in line with POCC 23 contract) at the National Maternity Hospital (27 hours per week) and Royal Victoria Eye & Ear Hospital (10 hours per week).                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>JOB TITLE:</b>                               | Consultant Microbiologist                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>GRADE:</b>                                   | Public Only Consultant Contract 2023                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>DEPARTMENT</b>                               | Pathology & Laboratory Medicine                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>REPORTS TO</b>                               | Master / Clinical Director – National Maternity Hospital (NMH)<br>Clinical Director – Royal Victoria Eye & Ear Hospital (RVEEH)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>QUALIFICATIONS</b>                           | Registration as a specialist in the Specialist Division of the Register of Medical Practitioners maintained by the Medical Council in Ireland in the Specialty of Microbiology, Specialty Group: Pathology.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>EXPERIENCE / SKILLS</b>                      | <ul style="list-style-type: none"> <li>• Demonstrate the ability to lead on clinical practice and service quality.</li> <li>• Ability to liaise with colleagues on clinical and administrative matters.</li> <li>• Knowledge and understanding of quality in Clinical Microbiology.</li> <li>• Knowledge of current professional quality and audit issues/ISO15189 accreditation process.</li> <li>• Excellent computer skills.</li> <li>• Demonstrate promotion of evidence-based decision making.</li> <li>• Demonstrate practitioner competence and professionalism.</li> <li>• Demonstrate the ability to plan and organise effectively.</li> <li>• Demonstrate the ability to work effectively within a team.</li> <li>• Demonstrate strong communication, influencing and interpersonal skills, including the ability to build and maintain relationships.</li> <li>• Demonstrate initiative and innovation in the delivery of service.</li> <li>• Demonstrate resilience and composure.</li> <li>• Demonstrate openness to change.</li> <li>• Demonstrate integrity and ethical stance.</li> <li>• Must possess caring and empathetic qualities and demonstrate these attributes in the course of employment.</li> </ul> |

**TERMS & CONDITIONS**

**PROFESSIONAL QUALIFICATIONS AND/OR EXPERIENCE**

Registration as a specialist in the Specialist Division of the Register of Medical Practitioners maintained by the Medical Council in Ireland in the specialty of Microbiology, Specialty group: Pathology.

**ENTRY TO COMPETITION / RECRUITMENT PROCESS:**

For the purposes of eligibility for entry to any competition or recruitment process associated with this post, a candidate must fulfil the eligibility requirements laid down in consultant appointment documents for the post.

The successful interviewee must be registered as a Specialist in the relevant specialty on the Specialist Division of the Register of Medical Practitioners maintained by the Medical Council of Ireland before taking up appointment. The candidate will be allowed a max of 180 calendar days from date of interview to secure this registration and produce evidence of special interest training where relevant. Should the successful candidate not be registered as a Specialist at that time, the post may be offered to the next suitable candidate. Should no suitable candidate exist, a further recruitment process may be initiated.

**TENURE:** This is a permanent contract of employment.

**REMUNERATION:** The annual salary will be as set out in the most recent Public Only Consultants Contract Salary Scales determined by the HSE. Incremental credit is awarded in respect of previous experience at Consultant level and payment is made on a monthly basis by credit transfer.

**HOURS:**

37 hours per week, exclusive of unpaid rest breaks.

**ANNUAL LEAVE:**

30 working days per annum.

**SUPERANNUATION/SPOUSES & CHILDREN'S CONTRIBUTORY PENSION SCHEME**

All employees must join the Superannuation Scheme. An explanatory booklet on the Superannuation Scheme you are aligned to is attached. If you require further details on the scheme please contact the Superannuation Officer, Human Resources on ext. 3360.

**RETIREMENT AGE:**

Persons who entered the Public Service **before the 1<sup>st</sup> April 2004** must retire at the age of 65 years and are eligible for their pension entitlements from the age of 60 onwards. Persons who entered the Public Service **on or after the 1<sup>st</sup> April 2004** will be eligible for their pension entitlements from the age of 65 onwards. Persons entering the Public Service **from 1<sup>st</sup> January 2013**, i.e. New Entrants, must retire at the age of 70 and are eligible for their pension entitlements from the age of 66 onwards.

**NATIONAL MATERNITY HOSPITAL**  
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|                                                           | <p><b>HEALTH:</b></p> <p>A candidate for and any person holding the office must be fully competent and capable of undertaking the duties attached to the office and be in a state of health such as would indicate a reasonable prospect of ability to render regular and efficient service.</p> <p><b>GARDA VETTING:</b></p> <p>Satisfactory Garda (Police) vetting is a condition of employment for this position. It is expected, that you fully disclosed all information pertaining to any convictions recorded against you in the Republic of Ireland or elsewhere, or a statement of all convictions and/or prosecutions, successful or not, pending or complete, in the State or elsewhere as the case may be. Failure to do so will result in instant dismissal.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <p><b>RESPONSIBILITIES &amp;<br/>ACCOUNTABILITIES</b></p> | <ul style="list-style-type: none"> <li>• To carry out the duties of a Consultant Microbiologist (as defined by the Public Only Consultants Contract 2023)</li> <li>• To rotate roles of responsibility for lead consultant microbiologist with the current consultant(s) microbiologist in the areas of microbiology laboratory and quality assurance; surveillance of infection including healthcare associated infection (HCAI) and antimicrobial resistance (AMR); infection prevention &amp; control (IPC); antimicrobial stewardship (AMS) including out-patient antimicrobial therapy (OPAT); sepsis and deteriorating patient oversight, for both NMH and RVEEH.</li> <li>• Consult as required regarding infection in patients on antenatal, postnatal and gynaecology wards, adult high dependency unit and neonatal intensive care unit in NMH and in-patient ward in RVEEH, as deemed necessary.</li> <li>• Participation in the on-call telephone duty roster of the National Maternity Hospital and RVEEH for Clinical Microbiology.</li> <li>• Support the upgrade of the laboratory information system from WinPath to WinPath Enterprise.</li> <li>• Support configuration and implementation of HSE regional ICNet service in NMH and RVEEH.</li> <li>• Lead on infectious teaching of undergraduate and postgraduate medical, medical scientists and nursing &amp; midwifery personnel.</li> <li>• Engage in research administration and audit. This may entail liaison with the University College Dublin/Trinity College Dublin/Royal College of Surgeons in Ireland/Technological University Dublin.</li> <li>• Participate in the administration of the Department of Pathology in NMH.</li> <li>• Participate in the development and administration of services in the Department and in the hospitals committees e.g. NMH laboratory management, laboratory QA, infection prevention &amp; control, drugs &amp; therapeutics, sepsis &amp; IMEWS; and RVEEH infection prevention &amp;</li> </ul> |

control, drug therapeutics & antimicrobial stewardship and deteriorating patient.

- Participate in HSE Dublin and South East regional committees e.g. HCAI & AMR, ICNet configuration.
- Participate in continuing medical education.
- Cover fellow Consultant(s) during annual leave, conference leave, short-term sickness and other approved absence.

**ROLE OF CONSULTANT:**

a) For the purposes of this position, a Consultant is defined as a registered medical practitioner who by reason of his/her training, skill and expertise in a designated specialty, is consulted by other registered medical practitioners and who has a continuing clinical and professional responsibility for patients under his/her care, or that aspect of care on which (s)he has been consulted.

b) The Consultant is clinically independent in relation to decisions on the diagnosis, treatment and care of individual patients. This clinical independence derives from the specific relationship between the patient and the Consultant in which the patient places trust in the Consultant personally involved in his/her care to make clinical decisions in the patient's best interests and to take continuing responsibility for their consequences.

c) The Consultant acknowledges that (s)he is subject to statutory and regulatory requirements and corporate policies and procedures.

d) The Consultant has a substantial and direct involvement in the medical diagnosis, treatment and delivery of care to patients. Each patient will have a named Consultant who has continuing responsibility for his/her diagnosis, treatment and care.

e) The Consultant may discharge his / her responsibilities through:

- i. a direct personal relationship with the patient;
- ii. shared responsibility with other Consultants who contribute significantly to patient management;
- iii. delegation of aspects of the patient's care to other appropriate staff. Delegation of responsibility to other doctors or staff by a Consultant is subject to:

1. the Consultant being satisfied that the relevant staff member has the necessary professional capability and

2. the continued provision of a commensurate level of diagnosis, treatment and care to the patient. The Consultant shall retain a continuing overall responsibility for the care of the patient.

f) The Consultant will generally work as part of a Consultant team. The primary purpose of Consultant teams is to ensure Consultant provided services to patients on a frequent and continuing basis. In effect this requires that the Consultant provides diagnosis, treatment

and care to patients under the care of other Consultants on his/her Consultant team and vice versa. This may include discharge and further treatment arrangements, as appropriate.

g) The membership of the Consultant team will be determined in the context of the local working environment. The team may be defined at specialty/sub-speciality level or under a more broadly based categorisation e.g. general medicine, general surgery.

The foregoing list of duties will form part of the Clinical Directorate Service Plan. The remaining commitments are to be assigned by the employer(s) and may be adjusted by the Clinical Director / Employer whilst retaining flexibility in meeting the operational needs of the employer. This assignment of commitments will be done in consultation with the Consultant appointed to this post who will be expected to work in a flexible manner to meet such operational needs.

**PROFESSIONAL COMPETENCE:**

The Consultant shall maintain his/her professional competence on an ongoing basis pursuant to any Medical Council / Dental Council professional competence scheme applicable to the Consultant as a medical / dental practitioner. The Employer shall facilitate the maintenance of the Consultant's professional competence pursuant to any Medical Council / Dental Council professional competence scheme applicable to the Consultant as a registered medical practitioner. Commitments in this regard will be reflected in the Clinical Directorate Service Plan.

**SPECIFIC DUTIES AND RESPONSIBILITIES:**

- a) To participate in development of and undertake all duties and functions pertinent to the Consultant's area of competence, as set out within the Clinical Directorate Service Plan and in line with policies as specified by the Employer.
- b) To ensure that duties and functions are undertaken in a manner that minimises delays for patients and possible disruption of services.
- c) To participate in development of and undertake all duties and functions under the provision of Clinical Microbiology services.
- d) To work within the framework of the hospital / agency's service plan and/or levels of service (volume, types etc.) as determined by the Employer. Service planning for individual clinical services will be progressed through the Clinical Directorate structure or other arrangements as apply.
- e) To co-operate with the expeditious implementation of the Disciplinary Procedure.

- f) To formally review the execution of the Clinical Directorate Service Plan with the Clinical Director / Employer periodically. The Clinical Directorate Service Plan shall be reviewed periodically at the request of the Consultant or Clinical Director / Employer. The Consultant may initially seek internal review of the determinations of the Clinical Director regarding the Service Plan.
- g) To participate in the development and operation of the Clinical Directorate structure and in such management or representative structures as are in place or being developed. The Consultant shall receive training and support to enable him/her to participate fully in such structures.
- h) To provide, as appropriate, consultation in the Consultant's area of designated expertise in respect of patients of other Consultants at their request.
- i) To ensure in consultation with the Clinical Director that appropriate medical cover is available at all times having due regard to the implementation of the European Working Time Directive as it relates to doctors in training.
- j) To supervise and be responsible for diagnosis, treatment and care provided by non-Consultant Hospital Doctors (NCHDs) treating patients under the Consultant's care.
- k) To participate as a right and obligation in selection processes for non-Consultant Hospital Doctors and other staff as appropriate. The Employer will provide training as required. The Employer shall ensure that a Consultant representative of the relevant specialty / sub-specialty is involved in the selection process.
- l) To participate in clinical audit and proactive risk management and facilitate production of all data/information required for same in accordance with regulatory, statutory and corporate policies and procedures.
- m) To participate in and facilitate production of all data/information required to validate delivery of duties and functions and inform planning and management of service delivery.

**INTELLECTUAL PROPERTY:**

Intellectual property generated by the Consultant in the course of his/her employment shall be in the ownership of the relevant health sector / academic Employer(s). Due regard shall be given to national policy and national codes of practice.

**MEDICAL EDUCATION, TRAINING AND RESEARCH:**

- a) The Consultant shall maintain a programme of continuing medical education applicable to the responsibilities of the post.
- b) The consultant shall as part of his/her standard contractual commitment, contribute to the education, training and supervision of

students, non-Consultant Hospital Doctors and trainee professionals including members of the multi-disciplinary team.

c) The Consultant shall, as part of his/her standard contractual commitment, contribute to the advancement of knowledge by facilitating and supporting research.

d) Where the Consultant is employed by an Academic Teaching Hospital / Agency, the Employer(s) shall, through the Clinical Director, ensure that the Clinical Directorate Service Plan takes account of the academic schedule and related delivery of academic commitments.

e) The Employer shall liaise with:

i) The relevant University / Universities regarding local arrangements for the provision of undergraduate medical education and training, and research;

and

ii) The relevant University / Universities and the relevant recognised Postgraduate Training Body(ies) regarding local arrangements for the provision of postgraduate medical education and training.

f) The Consultant may, with the agreement of the Employer, within the 37-hour commitment, make an explicit further structured and scheduled commitment to educational activities commensurate with his/her role in conjunction with (i) the relevant affiliated Medical/Dental School(s) and (ii) training bodies for postgraduate medical education and training. Such structured and scheduled commitment, responsibility and accountability for same will be agreed with the relevant Medical/Dental School or training body and will be consistent with the agreed training principles for postgraduate medical education and training. These structured commitments shall be set out in the Clinical Directorate Service Plan.

g) The Consultant may have the opportunity to restructure his/her commitments to facilitate structured research or educational programme development for a defined period, subject to the agreement of the relevant Employer; funding being identified to support such activity for that period and such research being subject to appropriate research governance and ethics.

**FLEXIBILITY:**

This post requires a high level of flexibility to ensure the delivery of an effective and efficient service. Therefore, the post holder will be required to demonstrate flexibility on occasion as and when required by their manager.

**DIGNITY AND WELFARE OF PATIENTS:**

As a health care provider all staff are expected to behave towards patients in a caring, professional and responsible manner. In line with the national/hospital Trust in Care policy it is the duty and

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|                                             | <p>responsibility of all employees including this post holder, to report any concerns for the safety and welfare of patients to their line manager or head of department.</p> <p><b>DIGNITY AT WORK:</b></p> <p>All members of staff have a right to be treated with dignity and respect and to work in a safe environment which is free from all forms of bullying, sexual harassment and harassment. Thus all staff including this post holder, have a responsibility to help maintain such a working environment. All employees must comply with the national/hospital Dignity at Work policy and ensure that their behaviour does not cause offence to fellow workers or any person with whom they come into contact during the course of their work.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <p><b>POLICIES AND<br/>PROCEEDURES:</b></p> | <p>For a full list of all the Hospitals Policies and Procedures please refer to Q-pulse. In particular, those as outlined within the Contract of Employment which you are required to familiarise and comply with, during the course of your employment.</p> <p><b>QUALITY:</b> - To ensure the provision of the highest possible quality of service to our patients, all employees at the National Maternity Hospital have a responsibility to ensure adherence to and participation in internal and external quality control and assurance programmes on an ongoing basis.</p> <p><b>HEALTHCARE ASSOCIATED INFECTIONS (HCAIs):</b></p> <p>In order to reduce the risk of HCAIs, compliance with Infection Prevention and Control policies and the attendance at infection control training, are essential for all staff members. It is paramount that each staff member practice good hand hygiene techniques. Staff members have a responsibility to report any obstacles to maintaining high standards of Infection Control and hand hygiene to their line manager or Infection Control Team.</p> <p><b>DRESS CODE / UNIFORM:</b></p> <p>Attire and personal appearance must, at all times, conform to a standard the Hospital considers appropriate. Staff attached to certain departments may be required to wear a uniform or other protective clothing. Where applicable any such requirements as detailed by the immediate supervisor must be adhered to at all times.</p> <p><b>HYGIENE:</b></p> <p>Being a health institution hygiene plays a central role in maintaining a clean and healthy environment for our patients, visitors and staff. All employees must always be mindful of their responsibility to maintain a high standard of hygiene including personal hygiene and as part of their role within the hospital.</p> |

**HEALTH AND SAFETY:**

The Hospitals are committed to providing a healthy and safe working environment for all staff. Each staff member has a legal obligation to carry out his/her duties in a safe and responsible manner in line with the Hospital policy as set out in the Hospital's safety statement, which is available in each department and on the hospital's intranet site and must be read and understood by all staff.

**REMINDER ON CONFIDENTIALITY:**

In the course of his / her employment, the person appointed may have access to or hear information concerning the medical or personal affairs of patients or staff or other health service business. Such records or information are strictly confidential and unless acting on instructions of an authorised officer on no account must information be divulged or discussed except in the performance of normal duty. In addition, records must never be left in such a manner that unauthorised persons can obtain access to them and must be kept in safe custody/destroyed in accordance with policy when no longer required.

**Note:** This job description is an outline of current broad areas of responsibility and accountability and should not be regarded as a comprehensive listing. As the role develops in the Hospital this job description may be reviewed in light of possible new structures and/or changing needs of the Hospital.