



**Appointment as Chair of the Saolta University Health Care Group Board  
Closing Date: 15:00 on Friday 14<sup>th</sup> October 2016**

**State Boards Division  
Public Appointments Service  
Chapter House, 26 – 30 Abbey Street Upper, Dublin 1**

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stateboards.ie operates under the auspices of the Public Appointments Service and is committed to a policy of equal opportunity.

The Public Appointments Service (PAS), established under statute in 2004, provides an independent shared service in recruitment, assessment and selection to organisations across the Civil and Public Services. On 30 September 2014, the Government decided that the PAS should also be given responsibility for putting in place an open, accessible, rigorous and transparent system to support Ministers in making appointments to State Boards. Our dedicated website, [www.stateboards.ie](http://www.stateboards.ie), is the channel through which the PAS advertises vacancies on State Boards. It is also the means through which accomplished, experienced and qualified people, including people who might not previously have been identified as available for appointment, can then apply to be considered for particular vacancies.

Although the *Guidelines on Appointments to State Boards* do not apply to this role, the process will be carried out in accordance with the Guidelines.

## Membership of Boards

High standards of corporate governance in all State Agencies, whether in the commercial or non-commercial sphere, are critical to ensuring a positive contribution to the State's overall social and economic development.

Members of Boards are appointed to act on behalf of the citizen to oversee the running of the affairs of state bodies. State bodies must serve the interests of the taxpayer, pursue value for money in their endeavours (including managing risk appropriately), and act transparently as public entities. Members of Boards, and the relevant management team, are accountable for the proper management of the organisation.

Board members should act on a fully informed basis, in good faith, with due diligence and care, and in the best interest of the State body, subject to the objectives set by Government.

The Code of Practice for the Governance of State Bodies

<http://govacc.per.gov.ie/governance-of-state-bodies/> provides a framework for the application of best practice in corporate governance by both commercial and non-commercial State bodies.

In order to be an effective contributor on a Board it is recommended that members should:

- Bring independent and objective scrutiny to the oversight of Hospital Group;
- Be prepared to be challenging, when necessary, while being supportive to the delivery of Group strategy and objectives;
- Be equipped to offer considered advice on the basis of sound judgement and experience;
- Be prepared to make a time commitment to their work commensurate with the role.

The role of the Chairperson of a Board is set out in Chapter 2 of the Code of Practice and the role of members is set out in Chapter 3.

## Appointment as Chair of the Saolta University Health Care Group Board

<b>Board Meeting Location:</b>	Board meetings take place in alternating hospitals within the Saolta University Health Care Group sites.
<b>Number of Vacancies:</b>	1
<b>Remuneration:</b>	There is no remuneration for the position of Chairperson of the Saolta University Healthcare Group Board. Travel and subsistence allowances, however, will be paid in line with Government guidelines.
<b>Time Requirements:</b>	There are 9 Board meetings per year currently, as well as a ½ day Board Development Day. Each Board meeting lasts 2 hours approx. The Chair normally requires 2-3 hours preparatory work per meeting. There is an additional meeting requirement annually to attend the opening of new services /ministerial meetings etc, which would account for another 10 hours p.a. approx.

### 1. Background

The establishment of Hospital Groups was committed to in *Future Health: A Strategic Framework for Reform of the Health Service 2012-2015'* <http://health.gov.ie/blog/publications/future-health-a-strategic-framework-for-reform-of-the-health-service-2012-2015/> and represents one of the most significant changes in Irish healthcare in many years. The objective of each Group is to improve services and provide better outcomes for patients and specifically to:

- consistently deliver the highest standard of patient safety and quality in hospital care across the group;
- deliver cost effective hospital care in a timely and sustainable manner;
- encourage and support clinical and managerial leadership;
- ensure a skilled and competent workforce by recruiting and retaining high quality nurses, Non Consultant Hospital Doctors, consultants, allied health professionals and administrators; and
- ensure high standards of clinical and corporate governance.

Seven Hospital Groups have been established in line with the Government's programme for reform of the health service, initially on a non-statutory administrative basis <http://health.gov.ie/future-health/reforming-our-hospitals-2/hospital-groups/>.

Significant progress has been made in the implementation of the Hospital Group construct to progress from disparate individual hospitals towards an integrated group with a more a co-ordinated approach to the planning and delivery of services across all the hospitals within the group. Hospitals are now working together to support each other, providing a stronger role for smaller hospitals in delivering less complex care and ensuring that patients who require true emergency or complex planned care are managed safely in larger hospitals.

The establishment of Hospital Groups is a key element of the reform of the health service in Ireland and the leadership skills, knowledge and experience that the Chair brings to this important role are invaluable to the success of this initiative.

## **2. Saolta University Health Care Group**

The Saolta University Health Care Group comprises:

- Letterkenny University Hospital (LUH)
- Mayo University Hospital (MUH)
- Merlin Park University Hospital (MPUH)
- Portiuncula University Hospital (PUH)
- Roscommon University Hospital (RUH)
- Sligo University Hospital (SUH)
- University Hospital Galway (UHG)

### Academic Partner

The Saolta Hospital Group Academic Partner is *NUI Galway*.

The Group's mission is to provide high quality and equitable services for all by delivering care based on excellence in clinical practice, teaching, and research, grounded in kindness, compassion and respect, whilst developing its staff and becoming a model employer.

Saolta University Health Care Group employs over 8,000 whole time equivalent employees across seven sites, providing over 1770 beds and operates with a budget of over €600m.

The Group provides a full range of acute hospital services and its annual activity in 2015 was:

- 213,344 Emergency Department (ED) presentations
- 112,352 inpatients
- 186,961 day cases
- 496,155 outpatient attendances
- 9,591 births

More comprehensive information on the Saolta University Health Care Group can be found at [www.saolta.ie](http://www.saolta.ie)

## **3. Role of the Chairperson of the Board**

During this administrative stage, Hospital Group Boards have no legal accountability in relation to the Hospital Group or the Hospital Group CEO. As per the Health Service Executive Accountability Framework

([http://www.lenus.ie/hse/bitstream/10147/605725/1/AccountabilityFrameworkpartofSERPLA N16.pdf](http://www.lenus.ie/hse/bitstream/10147/605725/1/AccountabilityFrameworkpartofSERPLA%20N16.pdf)), the sole line of executive accountability for the Group CEO is to the HSE's National Director for Acute Hospital Services.

As per the Code of Practice for the Governance of State Bodies, the Chairperson of the Saolta University Healthcare Group is responsible for the leadership of the Board and for ensuring its effectiveness on all aspects of its role.

The Board has a key role in advising on the development and implementation of effective corporate and clinical governance structures for the Group, along with the quality and safety of systems of care in place for patients of the Group in line with the National Standards for Safer Better Healthcare (<https://www.higa.ie/system/files/Safer-Better-Healthcare-Standards.pdf>).

The Hospital Group Board also:

- (i) constructively supports and challenges the Group CEO as to the demonstrable effectiveness of the quality, safety and timeliness of the services delivered and the robustness of the financial, corporate and clinical risk management in the Group;
- (ii) provides advice and assistance to the Group CEO in relation to the strategic direction of the Group in the context of national policy;
- (iii) constructively supports the Group CEO in demonstrating performance improvement and measurement against best comparators in all areas of the care the hospitals deliver;
- (iv) provides advice in relation to the effective planning, management and implementation of the integration of services across the Group to achieve an optimum, cohesive, high quality and safe service provision throughout the Group;
- (v) establishes processes to guide the development of relationships with all key stakeholders including the academic partners of the group, primary, community and socialcare providers, local patient representative groups, research institutes, research funding agencies and professional bodies;
- (vi) establishes processes to ensure timely and effective communications with political representatives in relation to local issues;
- (vii) influences the tone and culture of the Hospitals in the Group in relation to the quality and safety of patient care;
- (viii) develops the linkages necessary to facilitate innovation and best practice, and
- (ix) oversees compliance with Government policy.

#### **4. Person Specification**

The ideal candidate will be committed to the Saolta University Health Care Group mission and will be passionate, enthusiastic, and engaged.

Candidates will be expected to:

- Demonstrate the ability to chair a Board which is engaged in complex change, possessing the leadership experience required to ensure that the Board guides, challenges and supports the CEO and Executive management team to deliver major change whilst holding them to account in doing so;
- Demonstrate the ability to play a central role in relation to the direction, leadership and corporate and clinical governance of the Group;
- Demonstrate the skills necessary to foster a positive relationship with the Group CEO in order to facilitate the conduct of good governance.

The following skills/competencies are also desirable for the role:

- Highly developed oral, written, presentation and leadership skills, with the ability to develop, communicate and gain ownership for a clear vision and direction;
- Strong influencing skills, ability to communicate with impact and be able to convince through personal credibility;
- A strong lateral thinker with an objective approach to decision-making and the confidence and resilience required to operate in a complex and high profile organisation;
- Experience in chairing Boards
- Experience in effective stakeholder management.

He/she **must** have a career history that demonstrates extensive experience at a senior level in either or both of the following areas:

**a. Governance**

Candidates must have a career history which demonstrates strong corporate governance skills at a senior level in a large, complex environment and an understanding of the principles of corporate risk and the Boards role in establishing and overseeing risk management structures and holding the Executive to account for their effective delivery.

Desirable Skills/Experience

- an understanding of the complexity of providing evidence-based, high quality and safe care, including risk management, and the Boards specific role in its governance and assuring itself of quality and patient safety.
- an understanding of the role of the Board in providing strategic guidance and oversight, in regularly reviewing and responding to information relating to quality and safety outcomes for service users supporting the associated learning and its dissemination, including learning from national and local investigations
- an understanding of the role of the Board in fostering and developing a patient safety culture at all levels of the organisation.

**b. Financial Management, Strategic Planning and Change Management**

Candidates must have a career history at a senior level in a large complex organisation which demonstrates:

- experience in financial planning and the presentation and interpretation of financial performance. He/she will demonstrate a capacity to understand the economics of health care and the budgets required to achieve the organisation's mission.
- strong change management and corporate integration experience e.g. experience in the integration of large organisations
- a capacity to quickly understand the complex legal and regulatory environment in which the Hospital Group Board functions

Desirable Skills/Experience

- experience of leading staff through a challenging change environment
- commercial business management experience and expertise in delivering outcomes based on best contemporary business practice, ICT and performance management.
- experience in the development of education and research programmes on a national/international scale
- advocacy skills or experience

In addition to the above, a knowledge of Irish and International healthcare systems is also desirable, in particular knowledge of the following will be an advantage:

- the Irish Health Care system and an understanding of the environment that the hospital group operates in, the relationship with key stakeholders,
- public service management and the environment within which the Board will function.
- international models of governance in healthcare.

It should also be noted that the Chairperson, on appointment, will hold information obtained in their role as Chairperson confidential and to act in accordance with public policy and high standards of probity as set out in the Code.

In order to qualify for appointment a person must not have any conflicts of interest likely to interfere with his/her ability to assume the role of Chairperson.

A person who is proposed for appointment as Chairperson by the Minister may be required to discuss the approach which they will take to their role as chairperson and their views about the contribution of the Board to the Oireachtas Committee on Health. Following that discussion, a decision will be taken by the Minister to confirm the nominee as Chairperson.

## 5. Term of Appointment

Chairpersons will be appointed by the Minister for Health for a term of 3 years, with an option to extend the term of engagement for a second term of 3 years, subject to:

- The membership of any member of the Board may be terminated by the Minister at any time, on the basis of reasons to be stated by the Minister.
- A member of the Board may resign his or her membership of the Board by notice in writing sent or given to the Minister, and the resignation shall take effect on the day on which the Minister receives the notice.
- Members of the Board shall hold office upon such terms and conditions as the Minister may, with the consent of the Minister for Public Expenditure and Reform, from time to time determine.

The roles and responsibilities of Board Members are described in the Code of Practice for the Governance of State Bodies 2016.

- A board member shall cease to be a member of the Board if he or she is nominated as a member of Seanad Éireann, is elected as a member of either House of the Oireachtas or as a representative in the European Parliament, elected to the European Parliament, or becomes a member of a local authority.

## 6. Submitting your Expression of Interest

Before submitting your expression of interest, please review the self-assessment questionnaire which can be found [here](#). This questionnaire is designed to help you in considering whether to submit an expression of interest - you are not required to submit the questionnaire as part of the application process.

Having considered the general suitability criteria for membership of a Board, you should consider carefully how your background and experience fits with the specific appointment criteria set out in the Person Specification section in this booklet. Please give careful consideration to the possibility of any potential conflict of interest that may arise if appointed to this board.

Your submission should be made via the following link [www.stateboards.ie](http://www.stateboards.ie) together with your **Curriculum Vitae** and a **cover letter** (see Appendix 1 of this booklet for help with the online process).

## IMPORTANT NOTE

Please take care when submitting your expression of interest. As the Assessment Panel will generally make its recommendation(s) based on consideration of the documentation which you submit, it is most important that you do the following:

1. *Ensure your Cover Letter (and supporting CV) clearly specifies how your particular background and experience meets the requirements of the Board position(s) specified in this booklet, and*
2. *That you fully answer any supplementary questions which are presented to you as part of our online application process.*

This will help ensure that the Assessment Panel is as informed as possible as to the basis for your candidature and why you believe you are a person who could potentially be appointed to this State Board.

If you have any questions regarding the application process please email [info@stateboards.ie](mailto:info@stateboards.ie).

### 7. Assessment Process

An Assessment Panel (the "Panel") will be convened by PAS to consider and assess the expressions of interest received by PAS. The Panel will:

- review and discuss the expressions of interest received against the specific appointment criteria for the role, as advertised in this Information Booklet;
- assess potential candidates further once they meet the specified appointment criteria by undertaking any or all of the following steps:
  - Consideration of the written applications; and/or
  - Meeting<sup>1</sup>/conference call; and/or
  - Referee checks; and/or
  - Any other selection or verification method deemed appropriate (this may include PAS requiring statutory declarations from shortlisted applicants as to the bona fides of the qualifications and experience contained in their applications).
- arrive at a shortlist of suitable candidates to be sent forward for consideration by the Minister.

Please note that the Public Appointments Service will not be responsible for any expenses incurred by candidates as part of our selection process.

### 8. Confidentiality

Subject to the provisions of the Freedom of Information Acts, 2014, applications will be treated in strict confidence. All enquires, applications and all aspects of the proceedings are treated as strictly confidential and are not disclosed to anyone, outside those directly involved in that aspect of the process.

Certain items of information, not specific to any individual, are extracted from computer records for general statistical purposes.

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<sup>1</sup> The Public Appointments Service will not be responsible for refunding any expenses incurred by candidates.



## **9. Data Protection Acts 1988 & 2003**

Should your name be forwarded to a Minister for consideration, please note that your cover letter and curriculum vitae will be forwarded to the State Board Liaison Officer in the relevant department and may be retained for up to one year.

For further information on Data Protection please follow the [link](#)

## APPENDIX 1

### Submitting your expression of interest

In order to submit your application, you should take the following steps:

1. Go to [www.stateboards.ie](http://www.stateboards.ie).
2. On the bar at the top of the page click on "Available Appointments".
3. This brings you to a page with all our advertised vacancies. Select whichever position you would like to apply for (you are welcome to apply for more than one position if you wish).
4. On the relevant page please click on the "apply for position" button at the bottom of the page
5. This will bring you to a page on [www.publicjobs.ie](http://www.publicjobs.ie) and, if you already have a publicjobs.ie account, will prompt you for your username and password. If you do not have an account you will be asked to create one.
6. Once you input your details you will be brought to a page where there is a prompt in the middle of the page which says "apply here". Click on the link to the online application form beside it.
7. A form will appear on your screen, some of the text boxes will be populated with information from your publicjobs.ie profile (Name, address etc.). You will need to complete the rest of the fields and enter your name and the date at the bottom of the form. Click on "continue".
8. You will then be brought to a screen where you should upload your CV and Cover Letter. These are required documents and your application cannot be processed without them. Once you have selected these and uploaded them, please click on the "submit" button at the bottom of the page.
9. You will receive an e-mail confirmation (to the address listed in your publicjobs.ie profile) to confirm that your application has been submitted.

You must confirm that you do not have any conflicts of interest or legal impediment which would be likely to interfere with your ability to play a full part on the Board. You must also confirm that you can make yourself available to attend meetings and to carry out the duties of a Board member.