



**Appointment as Member of the Board of the University of Limerick Hospitals Group
Board**
Closing Date: 15:00 on 24th of 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, 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.

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.

Appointment as University of Limerick Hospitals Group Board Member

Board Meeting Location:	University of Limerick Hospital
Number of Vacancies:	up to 11
Remuneration:	There is no remuneration for Board Members of the University of Limerick Hospitals Group Board. Travel and subsistence allowances, however, will be paid in line with Government guidelines.
Time Requirements:	There are monthly Board meetings. Each Board meeting lasts two hours approx. Board members are expected to reading all submitted material and minutes in advance of meeting. Additional public Board meetings may be called. The time requirement is approximately 12 days per annum.

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/>.

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 members of the Hospital Group Board bring to this important role are invaluable to the success of this initiative.

The implementation of Hospital Groups is progressing in a phased manner, which will provide for devolved decision-making, fostering flexibility, innovation and local responsiveness, while also adhering to prescribed national service objectives and standards. Hospitals are now working together to support each other to provide 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.

Significant progress has been made in the implementation of the University of Limerick Hospital I Group construct to progress from operating as 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.

The University of Limerick Hospitals Group Board provides the governance and organisational structure needed for change, with more autonomy, better enabling the reorganisation of acute hospital services in the region in a well-planned manner, to deliver uniformly high standards of clinical care for patients.

2. University of Limerick Hospitals Group

The University of Limerick Hospitals Group includes the following hospitals:

- University Hospital Limerick
- UL Hospitals Ennis Hospital
- UL Hospitals Nenagh Hospital
- UL Hospitals St John's Hospital
- UL Hospitals Croom
- University Maternity Hospital

UL Hospital Group (ULHG) has 750 beds and provides a range of acute, in patient and day care services to a population of 379,327 people from Clare, North Tipperary and Limerick.

University Hospital Limerick is the only Model 4 Hospital in the Group and provides major surgery, cancer care treatment, emergency department services, as well as a range of other medical, diagnostic and therapy services. All critical care services including a designated cancer service are located here. The Model 2 Hospitals, Ennis and Nenagh provide inpatient medical beds, a medical assessment unit, local injuries unit and day surgery, and St. John's Hospital Voluntary Hospital is a Model 2s and provides the same services as Ennis and Nenagh along with providing 5 day surgery. The Maternity and Croom Hospitals are specialty hospitals providing obstetric, neo-natal and orthopaedic care.

Academic Partner

The University of Limerick Hospitals Group Academic Partner is *the University of Limerick*

3. Role of the Board

During this administrative stage of the reform programme Hospital Group Boards have no legal accountability in relation to the Hospital Group or the Hospital Group CEO. Hospital Groups operate within existing legislative frameworks governing the health services and the policy and accountability frameworks of the Department of Health and the HSE. The sole line of executive accountability for the Group CEO is to the National Director for Acute Hospital Services. As per the HSE Accountability Framework, the relationship between the Group CEO and the voluntary hospitals under their remit is governed exclusively through the Service Level Arrangement (SLA) entered into between the HSE and each voluntary hospital.

The roles and responsibilities of board members are described in the Code of Practice for the Governance of State Bodies <http://govacc.per.gov.ie/governance-of-state-bodies/>

While a Group Board does not have any statutory powers during its administrative phase, it is mandated to assist and advise in respect of acute hospital services in the Group of Hospitals and it is expected that the Group Boards will facilitate a direction of travel towards independence with responsibility for governance, management, administrative, financial and

clinical affairs within a performance and accountability framework. 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.

The Hospital Group Board also:

- (i) constructively supports the Group CEO in demonstrating performance improvement and measurement against best comparators in all areas of the care the hospitals deliver;
- (ii) 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;
- (iii) 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;
- (iv) provides advice and assistance to the Group CEO in relation to the strategic direction of the Group in the context of national policy;
- (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 Board will comprise, across its membership, the necessary skills, knowledge and experience to enable it to deliver on the strategic and visionary change management agenda for the Limerick Hospital Group and oversee the provision of high quality, safe patient care. Membership will ideally ensure demonstrable expertise including, but not limited to the following domains: Clinical; Business; Social; Legal; Medical Academic; Patient Advocacy.

As a Board Member, you will be required to:

- Bring independent judgment to bear on issues of strategy, performance, resources and standards of conduct relevant to the Hospital Group
- Provide objective scrutiny to the oversight of the Hospital Group;
- Provide constructive challenge, as appropriate, to the executive leadership of the Hospital Group while being supportive to the delivery of Hospital Group's strategy and objectives;
- Be equipped to offer considered advice on the basis of sound judgment and experience;
- Actively participate in a prepared and informed way in all meetings of the Board Be prepared to make a time commitment to the work commensurate with the position Exercise care, skill and diligence in the performing as a member of the Board of the Hospital Group

- Adhere to best practice as a Board member in always considering the best interests of the Hospital Group as an entity, and maintaining as confidential all matters considered by the Board.

In order to ensure the correct skill mix, knowledge and experience on the Board, the Minister invites applications from suitably qualified candidates who consider they have a career history which demonstrates considerable experience in **at least one** of the following areas. The Minister may choose to appoint from any or all of the following categories:

a. Corporate Governance, Risk Management, Legal, Compliance

Applicants must have a career history which demonstrates significant corporate governance experience at a senior level in a large, complex environment. This should encompass an understanding of the principles of corporate risk and the Board's role in establishing and overseeing risk management structures. Applicants must also demonstrate a capacity to quickly understand the complex legal and regulatory environment in which the Hospital Group Board functions.

b. Clinical Governance, Quality Assurance and Patient Safety

Applicants must have a career history which demonstrates an understanding of the complexity of providing evidence-based, high quality and safe care, including risk management, and the Board's specific governance role and assuring itself of quality and patient safety. Applicants must also be in a position to demonstrate 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.

c. Strategic Planning and Change Management

Applicants must also have a career history that demonstrates strong change management and corporate integration experience e.g. experience in the integration of large organisations. Applicants should clearly demonstrate experience in strategic planning to achieve an organisation's mission.

d. Financial Planning and Management

Applicants must have held a position at a senior level in an organisation of similar or greater scale than the Limerick Hospital Group, 3,570 employees and a budget of €216m which demonstrates professional knowledge in accountancy, audit or financial planning and the presentation and interpretation of financial performance.

e. Senior Management and Leadership

Applicants must have a career history that demonstrates extensive and successful senior management and leadership experience, having worked at senior executive level in either the public or private sector.

f. Workforce Planning and Strategic Human Resource Management

Applicants must have a career history at a senior level that demonstrates skills/knowledge/ experience of strategic Human Resource Management, in organisation(s) of significant scale. This should include evidence of well developed workforce planning and leading on change management

g. Public Relations and/or Patient/Public Advocacy

Applicants must have a career history that demonstrates a broad knowledge of managing communications , including media or PR skills, experience of significant stakeholder engagement or experience of patient/public advocacy

h. Education, Research and Innovation

Candidates must have a career history that demonstrates expertise in the development/ implementation of medical academic education and research programmes on a national/ international scale.

i. General Practitioner

Candidates must be a registered medical general practitioner with a track record of fostering positive relationships in a challenging environment and developing linkages between the acute hospital sector and primary care services.

j. Nursing Expertise

Applicants must be a registered nurse whose career history demonstrates significant nursing experience at a senior level.

k. International Expertise:

Applicants should be of the calibre, experience and knowledge to facilitate international connections and provide access to international best practice in acute healthcare service provision and governance for the Hospital Group.

Previous Board experience, a knowledge of Irish healthcare systems, and familiarity with public service management and the environment in which the Hospital Group operates is also desirable.

It should also be noted that the Board members, on appointment, will hold information obtained in their role 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 Board member.

5. Term of Appointment

The members of the Board will be appointed by the Minister for Health for terms of 3-5 years, with an option to extend the term of engagement for a second term, 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
<http://govacc.per.gov.ie/governance-of-state-bodies/>

- 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 Application

Before submitting your application, 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 State 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 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 application. 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.*
- 3.

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.

7. Assessment Process

An Assessment Panel (the “Panel”) will be convened by PAS to consider and assess the applications received by PAS. The Panel will:

- review and discuss the applications 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
 - Meeting¹/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.

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](#)

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

APPENDIX 1

Submitting your application:

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

1. Go to 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 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.