



**Appointment as Chairperson of the University of Limerick Hospital Group**

**Closing Date: 15.00 hours on Friday 18<sup>th</sup> August 2017**

**State Boards Division  
Public Appointments Service  
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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.

## **Membership of State 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 State 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 State 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. In that regard and in accordance with 13.2 of the Guidelines on Appointments to State Boards, "it is advisable that no member of a State Board should serve more than two full terms of appointment or should hold appointments to more than two State Boards."

The [Code of Practice for the Governance of State Bodies](#) (The Code) provides a framework for the application of best practice in corporate governance by both commercial and non-commercial State bodies.

The role of the Chairperson of a State 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 Chairperson of University of Limerick Hospital Group

<b>Board Meeting Location:</b>	Limerick
<b>Number of Vacancies:</b>	1
<b>Remuneration:</b>	€5,000 per annum. (It should be noted that in line with the “one person, one salary” principle, no public servant will be entitled to receive remuneration in the form of board fees, save for situations that are statutorily provided for, e.g. Worker Directors). Travel and subsistence allowances will be paid in line with Government guidelines.
<b>Time Requirements:</b>	There are monthly board meetings of less than half a day which will require 2-3 hours preparatory work per meeting. There may also be some requirements to attend the opening of new services/Ministerial meetings, etc.

**Note: Campaigns for members to the Boards of the Saolta and the Dublin Midlands Hospital Groups will be advertised shortly.**

### 1. Background

The establishment of Hospital Groups was committed to in [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.

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 Group to progress from operating as disparate individual hospitals towards an integrated group with a more co-ordinated approach to the planning and delivery of services across all the hospitals within the group.

## **2. University of Limerick Hospital Group**

The University of Limerick Hospital Group (ULHG) 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

The University of Limerick Hospital Group's academic partner is University of Limerick.

The Group's CEO is Ms. Colette Cowan.

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. St John's Voluntary Hospital is also a Model 2 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.

University of Limerick Hospital Group's annual activity in 2016 was in the region of:

- 91,876 ED/LIU attendances
- 45,796 Inpatients
- 52,099 Day cases
- 228,000 Outpatient attendances
- 4,500 Births

The Group's budget allocation for 2017 is in the region of €277.730m.

The University of Limerick Hospital Group's Operational Plan for 2017 is available on the HSE's [website](#).

### 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 [Performance and Accountability Framework](#), the sole line of executive accountability for the Group CEO is to the HSE's National Director for Acute Hospital Services.

In accordance with the Code of Practice for the Governance of State Bodies, the Chairperson of the University of Limerick Hospital Group is responsible for the leadership of the Board and for ensuring its effectiveness on all aspects of its role. Although the Group is not yet a statutory body, the role of the Chairperson will be to lead an effective Board.

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) promotes the strong relationship with the University of Limerick in developing educational, training and research opportunities across the hospitals in the group.
- (vi) establishes processes to guide the development of relationships with all key stakeholders including the academic partner of the group, primary, community and social care providers, local patient representative groups, research institutes, research funding agencies and professional bodies;
- (vii) establishes processes to ensure timely and effective communications with political representatives in relation to local issues;
- (viii) influences the tone and culture of the hospitals in the Group in relation to the quality and safety of patient care;
- (ix) develops the linkages necessary to facilitate innovation and best practice, and
- (x) ensures compliance with Government policy.

**This description of duties and responsibilities is not intended to be comprehensive. The Board may be requested to perform other appropriate functions, which may be assigned from time to time and to contribute to the development of the Board.**

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

Candidate's attention is drawn to the general details of the role of Chairperson, as set out on page 19 of the Code which can be found [here](#). The Principle states:-

- The Chairperson is responsible for leadership of the Board and ensuring its effectiveness on all aspects of its role.
- The Chairperson should display high standards of integrity and probity and set expectations regarding culture, values, and behaviours for the State body and for the tone of discussions at Board level.

The ideal candidate will be committed to the delivery of the University of Limerick Hospital Group mission.

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;
- play a central role in relation to the direction, leadership and corporate and clinical governance of the Group;
- foster a positive relationship with the Group CEO in order to facilitate the conduct of good governance.

#### **Desirable Skills/Experience**

Candidates should have a career history at a sufficiently senior level in a complex organisation of scale or equivalent business experience which would provide evidence of:

- experience in financial planning and the presentation and interpretation of financial performance, a capacity to quickly develop an understanding of the economics of health care and the budgets required to achieve the organisation's mission.
- a capacity to quickly develop an understanding of the complex legal and regulatory environment in which the Hospital Group Board functions
- an understanding of the complexity of providing evidence-based, high quality and safe care, including risk management.
- knowledge of the Irish healthcare system which would demonstrate an understanding of the environment in which the Hospital Group operates and the relationship with key stakeholders
- awareness of 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 in accordance with public policy and high standards of probity and confidentiality 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 to the Board 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 following:

- 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 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](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.

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

## **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](#)

## 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.