



**Appointments as Members of the Dublin Midlands Hospital Group Board  
Closing Date: 15:00 on Friday 17<sup>th</sup> November 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.

## Appointments as Members of the Dublin Midlands Hospital Group Board

<b>Board Meeting Location:</b>	Dublin
<b>Number of Vacancies:</b>	up to 12
<b>Remuneration:</b>	€3,500 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 will be monthly Board meetings each lasting around 2 hours.

### 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 Dublin Midlands 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. The Dublin Midlands Hospitals Group**

The Dublin Midlands Hospital Group (DMHG) includes the following hospitals:

- St James' s Hospital Dublin
- St Luke's Radiation Oncology Network
- The Adelaide & Meath Hospital (Tallaght Hospital) Dublin
- Midlands Regional Hospital Tullamore
- Naas General Hospital
- Midlands Regional Hospital Portlaoise
- The Coombe Women and Infants University Hospital Dublin

The Dublin Midlands Hospital Group's academic partner is Trinity College Dublin.

The Group's CEO is Dr Susan O'Reilly.

The Group provides a full range of acute hospital services, women's and children's services and specialised oncology care and its annual activity in 2016 was in the region of:

- 198,849 ED attendances
- 97,171 Inpatients
- 209,087 Day cases
- 625,232 Outpatient attendances
- 9,785 Births

The Group's net allocation for 2017 is in the region of €826.52m.

The Dublin Midlands Hospital Group is concluding the development of a multi-year strategic plan which focuses on developing clinical networks and pathways across hospitals and between hospitals and their primary and community care partners. The Dublin Midlands Hospital Group's Operational Plan for 2017 is available on the HSE's [website](#).

## **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 [Performance and 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.

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) promotes the strong relationship with Trinity College Dublin 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. A member may be required to perform other duties, as appropriate to the post, which may be assigned to him/her from time to time and to contribute to the development of the post while in office.**

#### 4. Person Specification

The Board will comprise, across its membership, the necessary skills, competencies and experience to enable it to deliver on the strategic and visionary change management agenda and oversee the provision of high quality, safe patient care.

Membership must ensure demonstrable expertise including, but not limited to the following domains: Clinical; Business; Social; Legal; Medical Academic; Patient Advocacy.

Hospital Groups must develop linkages and integrate with preventative, primary care, social care and health protection and the inclusion of General Practitioner expertise is also key to the success of the initiative. Nursing expertise is also required as instrumental in achieving the reforms that are required to deliver better patient outcomes.

As a Board Member, you will be required to:

- Bring independent and objective scrutiny to the oversight of the Hospital Group;
- Be prepared to be challenging, when necessary, while being supportive to the delivery of Hospital Group's 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 your work commensurate with your role.

Candidate's attention is drawn to the provisions of the Code in relation to the role of a Board member, where the principle states:-

- Each State body should be headed by an effective Board which is collectively responsible for the long-term sustainability of the body.
- Non-executive Board members should bring an independent judgement to bear on issues of strategy, performance resources, key appointments and standard of conduct.

Details on the role of Board Members can be found in Section 3 of the Code which can be found [here](#).

In order to ensure the correct skill mix and competencies on the Board, the Minister invites applications from suitably qualified candidates who consider they have a career history which demonstrates **at least one** of the following competencies:

##### a. **Corporate Governance, Risk Management, Legal Compliance and Due Diligence**

Candidates must have a career history which demonstrates strong corporate governance skills at an appropriately senior level in a complex organisation of scale or equivalent business experience

**and**

demonstrate an understanding of the principles of corporate risk and the Boards role in establishing and overseeing risk management structures. Candidates must also

demonstrate the 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,**

Candidates must demonstrate an understanding of the complexity of providing evidence-based, high quality and safe care, including risk management. Candidates must also 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**

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

**d. Financial Planning and Management,**

Candidates must have a career history at a senior level in a complex organisation of scale or equivalent business experience which demonstrates experience in accountancy, audit or financial planning and the presentation and interpretation of financial performance. He/she will demonstrate a capacity to develop an understanding of the economics of health care and the budgets required to achieve the organisation's mission.

**e. Corporate or Public Sector Experience and Governance /Commercial Business Management Skills**

Candidates must have a career history that demonstrates extensive senior management and leadership experience and knowledge of corporate or public administration. They will also have expertise in delivering outcomes based on best contemporary business practice, ICT and performance management.

**f. Workforce Planning and Strategic Human Resource Management**

Candidates must have a career history that demonstrates skills/knowledge/experience of Human Resource Management, ideally including workforce planning and leading on change management.

**g. Public Relations and/or Patient/Public Advocacy**

Candidates must have a career history that demonstrates evidence of excellent communication skills, including media or PR skills, experience of broad 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 registered on the General Division of the Register maintained by the Medical Council and have a career that demonstrates a fostering and development of linkages between the acute sector and primary care services.

**j. Nursing Expertise**

Candidates must be on the Register of Nurses and Midwives and have a career that demonstrates nursing experience at a senior level.

**k. International Expertise:**

Candidates must have a career that demonstrates the requisite knowledge and experience to support international best practice feeding into the implementation of hospital groups, particularly in relation to developing trends in acute healthcare service provision and governance.

***Desirable Skills/Experience***

1. Awareness of the Irish healthcare system which would demonstrate an understanding of the environment that the Hospital Group operates in, the relationship with key stakeholders;
2. Awareness of public service management and the environment within which the Board will function;
3. Previous Board experience;
4. Relevant qualifications/registration with professional bodies (or entitlement to be registered).

It should also be noted that the Board members, 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 Board member.



## 5. Term of Appointment

Board Members 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.