

**Appointment as Chairperson of the Board of the Health Service Executive**

**Closing Date: 15:00 on Monday 9<sup>th</sup> July 2018**

**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 2016](#) (the Code) 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 State Board it is recommended that members should:

- bring independent and objective scrutiny to the oversight of the organisation;
- be prepared to be challenging when necessary while being supportive to the delivery of organisational 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 their role.

## Appointment as Chairperson of the Board of the Health Service Executive

<b>Location:</b>	Dr Steevens Hospital
<b>Number of Vacancies:</b>	1
<b>Remuneration:</b>	€ 80,000 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).
<b>Time Requirements:</b>	Up to two days per week

### 1. Background

The HSE is a statutory body under the aegis of the Department of Health, charged with the provision of a wide range of health and social services. The HSE has a budget of €14.5 billion in 2018. The public health service has over 110,000 staff in whole time equivalent terms and is the largest employer in the country. The HSE is amongst the most important public bodies in the State, with an essential role in meeting the health needs of the population and delivering on the Government's ambition of improving population health and the health services.

The HSE was established on 1 January 2005 as a new State body with wide ranging responsibilities, including managing and delivering health and personal social services or arranging for these to be delivered on its behalf.

A Directorate governance structure was put in place for the HSE in 2013. Since then, the Oireachtas Committee on the Future of Healthcare has worked together to develop a roadmap for change in our health services (Sláintecare Report). One of its recommendations is an independent Board for the HSE.

### 2. The Board of the Health Service Executive

The legislation for a Board governance structure is being drafted at present. This legislation is on the Government's priority list of Bills and, working with members of Oireachtas, the Minister intends to bring the legislation through both Houses as soon as possible.

Under the new legislation, the Board will be the governing body of the HSE and will be accountable to the Minister for the performance of its functions and the CEO will be accountable to the Board.

A Board governance structure, with strong competencies across key areas, will be a key component in strengthening HSE governance and will contribute to strengthening the oversight and performance of the HSE.

Priority issues for the Board include

- developing and implementing an effective performance management and accountability system in the HSE;
- developing a plan for building public trust and confidence in the HSE and the wider health service;
- ensuring the HSE's full support for and implementation of the Government's programme of health reform as will be set out in the Sláintecare Implementation Plan.

There has been significant additional health service funding in recent years and this has supported growth in targeted service areas and developments. Within the total resources available the HSE has achieved significant operational improvements and improved outcomes in important areas. Nevertheless, the system faces a number of challenges, including a growing and ageing population, health inequalities and attracting and retaining the right workforce.

The Government has committed to a very significant programme of health reforms arising from the Sláintecare report. These include changes and improvements to health services, and also a range of measures to strengthen the system of structures, governance and accountability. This will entail significant changes to the HSE itself.

Among the recommendations put forward are:

- Introduction of a board for the HSE, with the Chairperson accountable to the Minister and the CEO accountable to the Board;
- Development of a strategic national centre complemented by regional integrated structures that would be accountable for delivering integrated care;
- Development of a blueprint for clinical governance across the health system, underpinned by legislation which specifies standards and structures.

These recommendations are central to delivering meaningful reform of the health service.

The Sláintecare Implementation Plan will be published in the coming weeks following approval by Government. This will set out a concrete programme of reform for the next decade, including a more detailed programme for the immediate years ahead. An early priority will be the introduction of a high calibre Board for the HSE which the Chairperson will have a key role in establishing. The Chairperson is also expected to have a key role in the selection of the CEO as part of an international recruitment campaign overseen by the Public Appointments Service.

This post of Chairperson is being advertised at a time when public confidence in the health system in Ireland needs to be strengthened. The ability to build confidence and trust in the service and a sense of ownership and pride among health service workers will be a key requirement for the incoming Board and CEO.

There will be a need to provide strong leadership in developing an organisational culture that delivers for patients and service users, in line with Government health policy. It will also be necessary to prioritise the examination of the structure, responsibilities, capacity, skills and experience at senior level within the organisation, in line with the importance of the organisation to the public and Government of Ireland. The HSE Board will be required to drive and oversee a significant programme of change and reform in a challenging environment.

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

The Chairperson is responsible for leadership of the Board and ensuring its effectiveness on all aspects of its role. This will include playing a key role in establishing the Board governance structures and ensuring their effective and cohesive operation.

The appointed candidate will:

- 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 HSE executive 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 HSE;
- Foster a positive relationship with the HSE CEO in order to facilitate the conduct of good governance;
- Support and challenge the CEO and HSE Executive team;
- Promote a culture of accountability, and ensure that the HSE demonstrates value achieved for the very significant public funds made available to Health and instil an organisational culture of continuous improvement;
- Develop a constructive relationship with stakeholders, including the Minister for Health, the Department of Health and the Government.

### **4. Person Specification**

The Minister for Health now invites applications from suitably qualified candidates for the position of Chairperson of the Board of the Health Service Executive.

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 Chairperson will be committed to the delivery of the reform of the health service and the HSE.

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:

- Significant strategic leadership experience with a proven track record of organisational management and organisational improvement preferably in a distributed and highly complex organisation;
- Demonstrable leadership of transformational change and reconfiguration in complex environments and a track record in implementing major system-wide reform;
- Experience in performance management, and the presentation and interpretation of performance information, 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 HSE operates;
- An understanding of the complexity of providing evidence-based, high quality and safe care, including risk management;
- Significant board level experience, with the confidence and resilience to lead the Board of a complex and high profile organisation;
- Ability to ensure that the Board guides, challenges and supports the CEO and executive team to deliver major reform whilst holding them to account in doing so;
- Excellent communication skills and the ability to develop constructive relationships with all relevant stakeholders.

While previous Healthcare experience is not a prerequisite, the candidate should be able to demonstrate successful leadership experience and success in an organisation or sector of an equivalent scope and scale as the HSE.

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.

## **5. Term of Appointment**

The appointment of members of the Board will be for an initial period of 5 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 Revised Code of Practice for the Governance of State Bodies 2016 which is available on the website of the Department of Finance [Code of Practice for the 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 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 exist and address this in your cover letter. The Assessment Panel may decide, based on the perceived level of conflict, not to forward your name for consideration.**

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 Authority 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. **Please only include information that is directly relevant to the particular role for which you are applying.**

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 applications 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.

## 9. Data Protection

The Data Protection Bill provides that the processing of personal data shall be lawful where such processing is necessary for the performance of a statutory function of a controller. PAS is mandated by statute under the Public Service Management (Recruitment and Appointments) Act, 2004 to act as the centralised assessment and selection body for the civil service and to carry out all the procedures necessary to undertake the recruitment, assessment and selection of suitable candidates for appointment. By submitting your personal data (including your name, address, contact details and details of your education and work history contained in your curriculum vitae and cover letter) via publicjobs.ie, you acknowledge that such data may be used by the Public Appointments Service and disclosed to and used by client departments, in connection with its statutory roles to assist and advise relevant Ministers in relation to appointments to the boards of State bodies. The information contained in your publicjobs profile is yours to manage, amend, update or delete as appropriate. For more detailed information on our Data Protection Policy, please see our [Code of Practice for the Protection of Personal Data in the Public Appointments Service](#).

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

If your application is assessed and you are considered to be suitable for appointment your c.v. and cover letter (and any additional supplementary information requested as part of the application process), will be forwarded to the State Board Liaison Officer in the relevant Department. Once it obtains your personal data, the Department will act as data controller of such data and will retain it for up to one year following the appointment/s. Unless you request the withdrawal of your application such data may be used in considering your suitability for other similar vacancies/ roles that arise for a period of up to one year for this Board.

## APPENDIX 1

### Submitting your application:

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.