



**Appointment as Members of the Board of the Health Service Executive (HSE)**

**Closing Date: 15:00 on Tuesday 30<sup>th</sup> October 2018**

**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.

## 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 Members of the Board of the Health Service Executive

<b>Location:</b>	Dr Steevens Hospital
<b>Number of Vacancies:</b>	At least 8 Ordinary Members, one of whom the Minister will appoint as Deputy Chairperson
<b>Remuneration:</b>	<p>€ 14,963 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).</p> <p>Travel &amp; Subsistence is payable at appropriate Civil Service rates.</p>
<b>Time Requirements:</b>	<p>Approximately one two hourly Board meeting per month to be held at Dr Steevens Hospital, Dublin. Other meetings will be needed also and there will be a time requirement for prior preparatory reading before each meeting.</p> <p>Board members may be required to sit on committees, including the Audit and Risk Committees. Each of these committees have approximately 6 meetings per annum.</p>

### 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. In 2017 the Oireachtas Committee on the Future of Healthcare published 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 Bill providing the legislative base for a Board governance structure has been published. This legislation is on the Government's priority list of Bills and, working with members of the 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.

Immediate 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 set out in the Sláintecare Implementation Strategy.

The Board's role is ensuring the effective delivery of services. In order to do this it must put in place effective systems for patient safety, accountability, performance management, corporate governance, financial management and it must also build public trust. There has been significant additional health service funding in recent years and this has supported development in targeted service areas. 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.

## **2.1 Sláintecare Implementation Strategy and the HSE**

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 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, accountable to the Minister and with the CEO accountable to the Board;
- A new organisational and operational structure for the future reconfigured health service, the HSE and national and regional integrated care organisations;
- Development of a blueprint for clinical governance across the health system, underpinned by legislation which specifies standards and structures;
- Introduction of an overarching governance framework that integrates clinical governance with corporate governance, setting out the roles, responsibilities and accountabilities of organisations and individuals within the public health service.

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

The Sláintecare Implementation Strategy sets out a concrete programme of reform for the next decade, including a more detailed programme for the immediate years ahead. [www.gov.ie/slaintecare](http://www.gov.ie/slaintecare)

The establishment of the HSE Board comes 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 its CEO.

Following a Public Appointments Service (PAS) process the Minister has nominated Mr Ciarán Devane as the Chairperson Designate of the Board.

Again, under the auspices of PAS, a recruitment process for a CEO is underway with a view to an early appointment.

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 Board Members**

The Board must ensure that the HSE has a clear multi-annual strategic plan and a corresponding annual service plan, and that these plans are achievable within budget allocations. Its members must maintain high standards of integrity and probity and develop clear expectations concerning culture, values and behaviours and ensure personal and corporate compliance with any relevant legislation.

Board members must work with the Chair to ensure the Board is effective and performs efficiently in all aspects of its role. This will include establishing the Board governance structures and ensuring their effective and cohesive operation.

The appointed candidates will:

- Work under the leadership of the Chair, to introduce and operate effective Board governance processes;
- 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 and HSE Executive team in order to facilitate the conduct of good governance and challenge and support them to deliver priorities and improvements whilst holding them to account in doing so;
- Support and challenge the CEO and HSE Executive team in establishing an effective performance management and accountability system in the HSE;
- Promote a culture of accountability, and ensure that the HSE demonstrates value achieved for the very significant public funds provided to health and instil an organisational culture of continuous improvement;
- Develop constructive external relationships, including with the Minister for Health, the Department of Health and the Government;

- Support the work of the Board to drive and oversee a significant programme of reform in a challenging environment.

#### 4. Person Specification

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

Candidates' attention is drawn to the general details of the role of Board members as set out on page 20 of the Code of Practice for Governance of State Bodies, which can be found [here](#). Members of the Board will perform key roles in relation to the direction, leadership and corporate governance of 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 a mix of the following competencies/experience:

- board level experience, with the confidence and resilience to participate in a Board of a complex and high profile organisation;
- an ability to ensure that the Board guides, challenges and supports the CEO and executive team to deliver major reform;
- a capacity to quickly develop an understanding of the complex health and social care, patient safety, legal and regulatory and public policy environment in which the HSE operates;
- a proven track record of organisational management and organisational improvement, preferably in a distributed and highly complex organisation;
- experience in 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;
- excellent communication skills and the ability to develop constructive relationships with all relevant stakeholders.

Members of the Board would be expected to have experience and expertise in one or more of the following areas:

##### i. **Corporate Governance,**

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 Board's role in establishing and overseeing risk management structures. This would include the capacity to quickly understand the complex clinical, legal, regulatory and public administration environment in which the Board will function.

ii. **Clinical Governance, Quality Assurance and Patient Safety**

A demonstrable understanding of the complexity of providing evidence-based, high quality and safe care, including clinical risk management. This includes 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.

iii. **Strategic Planning and Change Management/ Business Management Skills**

Strong change management and business transformation experience. This includes a career history that demonstrates experience in strategic planning and change management to achieve an organisation's mission. A career history that demonstrates extensive senior management and leadership experience and knowledge of corporate or public administration. This will also entail expertise in delivering outcomes based on best contemporary business practice, ICT and performance management.

iv. **Financial Planning and Management.**

A career history at an appropriately senior level in a complex organisation of scale or equivalent business experience which demonstrates experience in accountancy, audit, public procurement and financial planning and the presentation and interpretation of financial performance, e.g. Chief Financial Officer or equivalent. 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.

v. **Patient Advocacy**

A track record that demonstrates evidence and/or experience of patient/public advocacy and working in the public interest. This includes partnering with patients, service users and families and improving visibility and leadership for patient and public involvement. Candidates should demonstrate successful and meaningful engagement, involvement, collaboration and partnerships involving patient service users, families, health professionals and organisations across the health and social care services to support high quality health and social care. Experience and expertise in the area of patient advocacy is of particular importance in the context of implementing the fourth recommendation of the Scoping Inquiry into the CervicalCheck Screening Programme (2018).

vi. **Strategic Human Resource Management**

A career history that demonstrates skills/knowledge/experience of strategic Human Resource Management, ideally in the areas of workforce planning, recruitment, staff retention, change management, performance management, leadership development and talent management.

## vii. **Public Communciations,**

A career history that demonstrates excellent strategic communication, including corporate communications, public and stakeholder engagement, media and PR skills.

### **Desirable Skills/Experience**

Board members will be committed to the delivery of the reform of the health service and the HSE and to successfully delivering in the critical area of public policy.

While previous healthcare experience is not a prerequisite, the candidate should be able to demonstrate successful leadership experience and success in a large scale organisation.

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 a member of the Board.

## **5. Term of Appointment**

The appointment of members of the Board will be for an initial period of either 3 or 5 years, which will be determined by the Board at its first meeting. A member may hold office for a second term. In addition:

- 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.

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

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 Act 2018 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](#).

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.