

Expressions of Interest

Two Vacancies on University of Limerick Hospitals Group Board

The Minister for Health, Dr James Reilly TD, invites expressions of interest from suitably qualified and experienced persons for two vacancies on the administrative board of the University of Limerick Hospitals Group. This is an exceptional opportunity to contribute your expertise to a significant part of the health reform agenda and make a positive difference to patients and their families.

Applicants for these two positions should have specific expertise in either or both:

- legal compliance and due diligence
- corporate risk

In line with principles of good governance, individuals with conflicts of interest, including employees of the Health Service Executive, will not be appointed to the board.

The University of Limerick Hospitals Group includes the following hospitals:

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

The development of hospital groups is part of the Programme for Government 2011 – 2016 and is one of the most significant changes in Irish healthcare in many years. The establishment of University of Limerick Hospitals Group will provide the governance and organisational structure needed for change, with more autonomy, better enabling the reorganisation of acute hospital services in the region in a well-planned manner, to deliver uniformly high standards of clinical care for patients.

Information Booklet

1. Background Information

In 2013, the Minister for Health, Dr James Reilly TD, announced the reorganisation of acute hospitals into hospital groups, to deliver improved outcomes for patients. This is a fundamental reform of the Irish acute hospital system. The Government's decision was informed by two reports - *The Establishment of Hospital Groups as a Transition to Independent Hospital Trusts* (the Higgins Report) and *The Framework for Development – Securing the Future of Smaller Hospitals*. These reports fulfil important commitments in *Future Health*, the strategic framework for reform of the health service published in 2012.

2. Hospital Groups

By working in groups, hospitals will provide services based on national policy and the evidence-based needs of their populations. Each group of hospitals will be organised and managed as a single cohesive entity, with active collaboration with colleagues in primary, community and social care. This will maximise the care delivered locally, whilst ensuring that more complex care is only provided where it is safe to do so.

The seven hospital groups are: Dublin North East; Dublin Midlands; Dublin East; South/South West; West/North West; University of Limerick; and the Children's.

3. Benefits for Patients

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, NCHDs, consultants, allied health professionals and administrators; and
- ensure high standards of clinical and corporate governance.

4. Policy Framework

To aid implementation of the Higgins Report, the Department of Health will put in place a national policy framework to guide hospital services reorganisation. Work on this has begun and is being overseen by a National Strategic Advisory Group.

5. Establishment of Hospital Group Boards on an Administrative Basis (Prior to Transition to Independent Hospital Trusts on a Statutory Basis)

In the first stage of implementation of the Higgins Report, hospital group boards are being established on a non-statutory administrative basis. The boards will not have specific legislative status and existing boards will retain their legal responsibilities until the hospital

group board has the legal standing to accept a formal transfer of legal responsibilities. The HSE will give group CEOs delegated budget and operational responsibility for the group, under the Health Act 2004. Although interim hospital groups are being established administratively, groups will ultimately become independent statutory bodies. Independent status will not be automatic and the timing of independent statutory status may vary from group to group.

Hospital group boards will provide strategic leadership, guidance and oversight to the group CEO and management team, seeking demonstrable assurances on the quality, safety and timeliness of the services being delivered. They will provide a robust challenge to evolving governance and fiscal management issues, to ensure that the group's governance strategy and operational policies are aligned to, and comply with, legal requirements and reflect public service imperatives. A key board role will be to support and promote compliance with Government policy on human resources, particularly on public service numbers, remuneration and workplace reform, including the Public Service Stability Agreement 2013 – 2016.

Boards are expected to comply with the Code of Practice for the Governance of State Bodies, 2009 (details on the website of the Department of Public Expenditure and Reform). Prospective board members should refer, in particular, to the governance recommendations in section 7.6 of the Higgins Report, which reflect the governance requirements in Appendix 12 of the 2012 *HIQA Report of the investigation into the quality, safety and governance of the care provided by the Adelaide and Meath Hospital, Dublin incorporating the National Children's Hospital (AMNCH) for patients who require acute admission*.

6. Further Steps

Each group will develop a strategic plan for its future services by the end of its first year of operation, taking account of the policy framework referred to at [4] and the need to meet the *National Standards for Safer Better Healthcare*. This plan must detail:

- how the group will provide more efficient and effective patient services,
- how it will reorganise services to provide optimal care to its population; and
- how it will achieve maximum integration and synergy with other hospital groups and all other health services.

Cognisance must also be taken of the hospital licensing framework being developed by the Department of Health. In future, hospital groups will be licensed for the services they provide and will need to demonstrate that they are providing high quality, safe, well managed and well governed services in order to obtain licences. Compliance with the proposed framework will also be a key requirement for advancing to independent trust status.

Each hospital group will be rigorously evaluated to ascertain if it is fit for purpose to apply for hospital trust status. In parallel with these evaluations, legislation will be developed to enable independent hospital trusts to be established.

Information on Membership of Hospital Group Administrative Boards

Successful candidates will be required to take up duty within 4 weeks of the date of notification of appointment as a Board member. Board meetings will take place at University of Limerick Hospital.

Duties and Responsibilities

The Board must be capable of exercising authority assertively and constructively, bringing together all hospitals in the Group, recognising the differing hospitals' legal standing, roles and prescribed governance structures, in particular those with their own boards and separate legal entities. In particular, Boards will be expected to:

- ensure the primacy of patient care through a culture that is co-operative, open and transparent, positive and values-based;
- hold the Executive to account and seek assurances from the Executive 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;
- assess the performance indicators reported to the Board by the Executive and constructively challenge variance and/or poor performance;
- participate in Board committees established by the Board, in a way that makes best use of the experience of Board members;
- oversee the effective planning, management and implementation of the integration of services across the Group, to achieve optimum, cohesive, high quality and safe service provision throughout the Group;
- Oversee workforce planning across the Group;
- oversee the development of relationships with all key stakeholders, including academic partners, primary, community and social care providers and local patient representative groups;
- participate in the mechanism for the Board to actively engage with and seek the views of patients and public in the quality and experience of the services provided by the group;
- where appropriate, participate in the relationships with the research institutes, research funding agencies and professional bodies.
- ensure 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.

A candidate for and any person holding the office must be fully competent and capable of undertaking the duties attached to the office and be in a state of health such as would indicate a reasonable prospect of ability to render regular and efficient service.

A candidate for and any person holding the office must be of good character. S/he will be expected to possess the highest personal integrity, have effective judgment, be open-minded and have no fundamental conflicts of interest.

The roles and responsibilities of board members are described in the Code of Practice for the Governance of State Bodies 2009, available on the website of the Department of Finance (CoP State Bodies 2009).

Competencies Required

The Board will comprise, across its membership, the necessary skills, competencies and experience to enable it to oversee the provision of high quality, safe patient care.

Applicants for the current vacancies on the University of Limerick Hospitals Group Board should exhibit proven ability in one or both of the following competencies:

Governance

- Corporate Risk
 - Understands the principles of corporate risk and the Board's role in establishing and overseeing risk management structures and holding the Executive to account for their effective delivery.

Planning and Change Management

- Legal Compliance and Due Diligence
 - Comprehensive knowledge of the legal and regulatory system within which the Board will function

It would be advantageous for a candidate to be able to demonstrate ability in one or more of the remaining competencies required by the Board.

Governance

- Corporate Governance
 - Knows the difference between governance and management: understands the fiduciary role of directors.
- Clinical Governance
 - Understands the complexity of providing evidence-based, high quality and safe care, including clinical risk management, and the Board's specific role in its governance and assuring itself of quality and patient safety.
 - Understands 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 eg Tallaght Hospital.
 - Understands the role of the Board in fostering and developing a patient safety culture at all levels of the organisation.

Planning and Change Management

- Financial Planning and Management
 - Experience in major financial planning and the presentation and interpretation of financial performance
 - Understands the economics of health care and the plan and budgets required to achieve the organisation's mission.
- Workforce Planning and Strategic HR
 - Expertise in major strategic human resource planning

- Major Change Management and Corporate Integration
 - Experience in the successful integration of large organisations
- Commercial Business Management
 - Expertise in delivering outcomes based on best contemporary business practice, ICT and performance management
 - Understands the dashboard of information and metrics required to oversee key quality and safety outcomes for patient.
- Education and Research
 - Expertise in the development of education and research programmes on a national/international scale.

Knowledge of the Irish and International Healthcare Systems

- Knowledge of the Irish Healthcare System
 - Understands the environment that the hospital operates in, the relationship with key stakeholders,
- Healthcare Governance Models
 - Understanding of international models of governance in healthcare.
- Public Service Management
 - Comprehensive understanding of public service management and the environment within which the Board will function.

Other Information

Appointments will be for a term of four years (or until the granting of trust status, if earlier) but some flexibility may be required to allow overlap between administrative hospital group boards and statutory hospital trust boards. Board members, on appointment, will be expected to assume significant responsibility for the proper conduct of the Group's affairs, to maintain confidentiality on such matters and to act in accordance with public policy and high standards of probity. To qualify for appointment, a person must not have any conflicts of interest likely to interfere with his/her ability to play a full part on the Board. There is no remuneration for acting as a member of the Board. Travel and subsistence allowances, however, will be paid in line with Government guidelines.

How to Apply

You should submit an application form via the following link: www.publicjobs.ie

If you are already registered on www.publicjobs.ie you can log in using your username and password.

If you have not previously registered on www.publicjobs.ie you will need to register your details.

You must go to “Choose a Job Category” on the left side of the screen.

Click on “Membership of a State Board” and then click “Apply for this job”.

Please note that documents a) – c) below should be submitted as one attachment and should be saved in one document before commencing the application process.

Step 1 - Complete the Online Application Form. Most of this will be pre-filled from your registration profile.

Step 2- Attach a) – c) listed below

- (a) Curriculum Vitae not exceeding 3 pages
- (b) The Competency Questionnaire form (**Available [here](#)**)
- (c) A short cover letter outlining why you wish to be considered for a position on the Limerick Hospital Group Board including the names and contact details of 3 people who you feel would be suitable referees

Applications will be accepted up to and including Tuesday 15th April 2014.

Results will issue to candidates through the www.publicjobs.ie messageboard.

All applications/expressions of interest will be treated confidentially and information will only be given to the appropriate personnel.

By submitting an expression of interest the applicant accepts that appointments are made in the exercise of a statutory discretion, that the Minister is not obliged to consider the expressions of interest offered, that he is not confined to recommending an appointment from amongst those who have expressed an interest and that he is not bound by any statement set out in the notice. In considering applications, due regard will be given to Government policy on gender balance on State Boards.

