



**Appointments as Member of the Board of the Children's Hospital Group**

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

**State Boards Division  
Public Appointments Service  
Chapter House, 26 – 30 Abbey Street Upper, Dublin 1**

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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. stateboards.ie operates under the auspices of the Public Appointments Service and is committed to a policy of equal opportunity.

## **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 Children's Hospital Group Board Member

<b>Board Meeting Location:</b>	Dublin
<b>Number of Vacancies:</b>	4
<b>Remuneration:</b>	Board member fees will not apply. 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 approx. 2-3 hours preparatory work per meeting.

**Campaigns for members to the Boards of the Saolta University Healthcare Group and the Dublin Midlands Hospital Group will be advertised shortly.**

### 1. Background

The construction of a new children's hospital in Dublin, co-located with a major adult hospital, is a key commitment in the Programme for Government and the largest project within the Government's Capital Plan. This project is a unique opportunity to transform the provision of healthcare services to the sickest children and young people in Ireland.

The new children's hospital, to be built on the St James's Hospital campus in Dublin 8, will consolidate the existing paediatric services provided in Our Lady's Children's Hospital Crumlin, Temple Street Children's University Hospital, and the National Children's Hospital Tallaght.

The hospital, together with its two Paediatric Outpatients and Urgent Care Centres in Connolly and Tallaght, will be the single national tertiary/quaternary centre for highly specialised paediatric care and will also provide all secondary, or less specialised, acute paediatric care for children from the Greater Dublin Area. It will play a central role in the provision of excellent paediatric healthcare services throughout Ireland and will be the primary centre for paediatric education, training and research in Ireland. It will be a child-centred, family-focused and world-class facility that will support innovation and excellence in paediatric healthcare and create an environment that is supportive of children, young people, their families and hospital staff.

The hospital will include 380 individual rooms, (of which 60 will be critical care beds) with inpatient rooms each having their own en-suite and a bed for parents to sleep near their sick child, 93 daycare beds, 22 operating theatres and procedure rooms, an Emergency Department, urgent care and outpatient facilities. Construction of the main hospital will be complete in 2021 and the two outpatient and urgent care centres will open well in advance, with opening date for the centre at Connolly expected to be Q4 2018 and Tallaght Q1 2019.

Legislation is being progressed to establish a new legal entity to facilitate planning for the transition of staff and services to the new facilities and to organise clinical and non-clinical services as an integrated service across the existing sites well before the move to the new outpatient and urgent care centres and hospital. The intention is to create a single entity which will oversee the provision of services in the three children's hospitals, manage and oversee the work required to effect a positive and safe integration of such services to new premises and govern and manage the new children's hospital on the campus of St James's Hospital and outpatient centres on the Connolly and Tallaght Hospital campuses.

## **2. Role of the Children's Hospital Group Board**

In advance of the commencement of the proposed legislation, the Children's Hospital Group Board (CHGB) is currently established on a non-statutory basis, consistent with the overall policy on Hospital Groups. The Group includes Our Lady's Children's Hospital Crumlin, Temple Street Children's University Hospital, and the National Children's Hospital Tallaght. It is intended that the Board of the Children's Hospital Group in place immediately before establishment day will become the first board of the new children's hospital.

The Children's Hospital Group Board will progress the programme of work required to bring the three hospitals together into a new single legal entity. The Children's Hospital Group is focused on ensuring the operational integration of the three existing children's hospital services well in advance of their move to the new hospital and Paediatric Outpatient and Urgent Care centres. This is of critical importance in ensuring the new facilities function effectively from the outset.

The Children's Hospital Group Board has responsibility for:

- Overseeing the integration of the three existing children's hospitals into one organisation well before transitioning to the new children's hospital;
- Developing effective corporate and clinical governance structures for the Hospital Group;
- Developing a services integration/reconfiguration plan and
- Acting as client for the new children's hospital capital project.

**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.**

The current composition of the Board is as follows:

<b>Name</b>	<b>Position and experience</b>	<b>Expiry Date</b>
Dr Jim Browne (Chair)	President of NUIG	30/07/20
Mr Liam Dowdall	Chair of the Board of Tallaght Hospital	30/07/20
Mr Seán Sheehan	Chair of the Board of Children's University Hospital, Temple Street	30/07/20
Turlough O'Sullivan	Vice-Chair of the Board of Our Lady's Children's Hospital, Crumlin	30/07/20
Ms Nicola Byrne	Corporate governance – commercial business management	30/07/17
Ms Catherine Guy	Legal compliance and due diligence	30/07/17
Ms Cathriona Hallahan	Commercial business management	30/07/17
Dr John Jenkins	Consultant Paediatrician (retd), NI	30/07/17
Ms Marian Quinn	Patient advocacy	30/07/17
Mr John Caulfield	Change management	30/07/17
Vacancy		

### **3. 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.

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:

**(i) Corporate Governance**

Candidates must have strong corporate integration experience e.g. experience in the integration of large organisations. Candidates must have a career history which demonstrates strong corporate governance skills at an appropriately senior level in a large, complex environment and demonstrate an understanding of the principles of corporate governance and the Board's role in establishing and overseeing management structures.

**(ii) Legal Compliance and Due Diligence**

Candidates must have a career history which demonstrates strong legal compliance and due diligence skills at an appropriately senior level in a large, complex environment. Candidates must also demonstrate the capacity to quickly understand the complex legal and regulatory environment in which the Hospital Group Board functions.

**(iii) Major Change Management**

Candidates must have strong change management experience e.g. experience in the process of planning and/or implementing large-scale change management plans to support the move towards a single organisation. Candidates must also have a career history that demonstrates experience in strategic HR or Organisational Development planning to achieve an organisation's mission.

**(iv) Public Sector Management**

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 and performance management.

It should also be noted that the Board members, on appointment, will hold information obtained in their role confidential and to act in accordance with public policy and high standards of probity 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.

#### 4. Term of Appointment

Board Members will be appointed to the Board by the Minister for Health for a term potentially ending 31 July 2020. However, as noted above legislation is being progressed to establishing the statutory board well before that date to oversee the transition to new facilities and to run the new children's hospital. Following enactment of legislation the first Board of the new children's hospital will be the Board of the Children's Hospital Group in place immediately before establishment day.

- 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.

#### 5. 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).

## 6. 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.

## **7. 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.

## **8. 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.