



IFEM Independent Director Recruitment Pack

About IFEM

IFEM advances emergency medical care for millions of people worldwide. Through our 60+ member societies spanning six continents, we improve emergency care access, standards and outcomes in diverse settings from cutting-edge tertiary hospitals to resource-limited rural clinics.

As an Independent Director, you'll help govern an Australian-domiciled entity making tangible differences in how emergency care is delivered globally. Day-to-day management is led by IFEM's Chief Operating Officer (COO), with the Board providing governance oversight.

While IFEM is a global entity, it operates as a Public Company Limited by Guarantee registered in Australia and is subject to the provisions of the *Corporations Act 2001* (Cth). This includes that at least two of our seven Directors must be ordinarily resident in Australia.

Background

IFEM is transitioning to a new governance structure approved in late 2025 by the Assembly representing all member organisations. This follows an extensive governance review to ensure IFEM is well-positioned for growth in the breadth, depth, and quality of member-focused services and advocacy for high-quality emergency care. The global nature of emergency medicine requires openness to different healthcare systems and practice contexts. Innovation in a professional federation requires a willingness to challenge 'the way we've always done it'.

The new governance model clearly separates responsibilities between the Board (accountable for strategy, finance, and corporate governance) and the Council (advocacy, education, and member services).

The new Board will have seven members: four emergency physicians and three independent directors. Two of the emergency physician roles are allocated to the President and the President-Elect. The other emergency physician roles will be elected by IFEM members at its next Assembly in June 2026.

The Assembly meets each year in conjunction with the IFEM Global Congress on Emergency Medicine. This year, the Assembly will meet in Hamburg, Germany, during IFEM2026.

Elections will soon be held for some Council roles, including a new President-Elect and, for the first time, two emergency physicians to be appointed as member-elected directors on the IFEM Board. The President-Elect takes over as President every two years.

The three independent directors will be recruited by the current Board and nominated for appointment by the Assembly by electronic vote ahead of IFEM2026 in Hamburg, so that newly appointed directors can attend the Board's first face-to-face meeting.

Successful candidates will receive a comprehensive induction covering IFEM's strategy, operations, finances, governance framework and the field of global emergency medicine, enabling an immediate, effective contribution.

The new Board will be operational from mid-June 2026. Its first meeting will be face-to-face in Hamburg, where it will elect its Chair, review and approve the budget and other governance items. Travel and accommodation for the Hamburg meeting will be provided by IFEM.

This recruitment program is being led by the current Chair of the Board, Mr Paul O'Connor (who has been nominated by the Board for reappointment by the Assembly), and IFEM's President, Dr Saleh Fares Al Ali with support from the President-Elect, Dr Pauline Convozar and the Immediate Past President, Dr Ffion Davies and the nominations sub-committee of the Board's Governance Committee.

A feature of the new Board will be the breadth of skills brought together. The emergency physicians on the Board will bring clinical expertise, while the independent directors bring governance perspectives and business acumen that the clinicians may not have encountered.

The Board operates three standing committees: a) Strategy and Risk; b) Finance and Audit; and c) Governance. The Council operates its own framework of committees and special interest groups relevant to its mandate (academic, research, ICEM, geriatrics, paediatrics, etc.).

The opportunity

This is a rare opportunity to govern a truly global professional federation at a pivotal time of change and growth. You'll help shape how IFEM evolves its governance model, scales its impact and better serves emergency medicine's future. You'll work alongside passionate clinical leaders while bringing governance rigour, specialist expertise and fresh perspectives to complex strategic challenges.

IFEM perspective

The IFEM Assembly seeks to appoint three Independent Directors to the IFEM Board of Directors to strengthen governance, enhance strategic oversight and bring diverse perspectives and specialised expertise to advance IFEM's global mission.

As an Independent Director, IFEM is particularly keen to benefit from your broader experience, commercial perspectives and fresh thinking on IFEM's challenges and opportunities.

These positions offer a unique opportunity to contribute to improving emergency medical care systems worldwide and to work alongside an international community of emergency medicine leaders dedicated to improving access to and the quality of emergency care.

Independent Directors serve IFEM's best interests, free from conflicts associated with member representation, while supporting the Board's fiduciary duties under Australian corporate law.

Key responsibilities

As members of the new Board, the Independent Directors will:

- Contribute to IFEM's global strategic planning, ensuring emergency medicine advancement across diverse healthcare systems
- Provide governance oversight, ensuring compliance with Australian corporate law obligations
- Offer independent challenge and specialist expertise to complement the clinical expertise of emergency physician directors
- Champion governance excellence while respecting the Council's mandate for clinical advocacy and member services.

Essential qualifications

Please note: Australian corporate law requires at least two of IFEM's seven directors to be ordinarily resident in Australia. As the Board cannot assume that elected directors will meet this requirement, at least two of the three Independent Directors appointed in this round will be Australian residents.

As an Independent Director, you will bring:

- Strategy formulation: able to contribute to IFEM's long-term strategy and sustainability with experience in developing strategy, setting strategic priorities and translating vision into actionable objectives with measurable outcomes.
- Executive orientation: experience at an executive level in navigating the governance-management boundary, appropriate oversight of IFEM's organisational health and performance.
- Fiscal literacy: able to read and interpret financial statements, understand budgets and cash flows, assess financial sustainability and make informed decisions on resource allocation and financial risk.
- Stakeholder engagement: experience building and managing relationships with diverse stakeholder groups, understanding their interests and concerns and balancing competing stakeholder needs in decision-making.
- Global perspective: appreciation for cultural diversity and international collaboration.
- Integrity: highest standards of ethical conduct and alignment with IFEM's values.

In addition, we seek candidates with deep expertise in one or more priority areas described below.

Desired skills and expertise

The Board has defined a skills matrix to clarify its thinking and ensure it has the ‘right heads around the table’ to meet its legal duties and obligations while balancing corporate governance with clinical insights. It identifies the skills, knowledge, experience, and capabilities required of the IFEM Board to meet the current and future challenges facing emergency care globally.

The Board particularly seeks expertise in finance, risk, law and compliance, and business development to address current Board gaps, though excellence in any of the listed areas will be valued.

Skill	Strategic value to IFEM
Board experience	Formal governance training, matched with experience as an independent non-executive director of a company, with a good understanding of Australian corporate law requirements.
Strategy	Ability to think strategically and identify and critically assess strategic opportunities and threats, and to develop effective strategies for IFEM's response and action.
Finance and accounting	Qualified accounting background with experience in financial reporting, audit oversight, internal controls, budgeting and strategic financial planning to ensure an entity's sustainability and effective resource stewardship.
Risk management	Experience establishing risk appetite, overseeing enterprise risk frameworks and internal controls, ensuring regulatory compliance across jurisdictions, and providing governance assurance on entity-wide risk and compliance matters.
Legal and compliance	Legal expertise in corporate, commercial, or international law with a deep understanding of Australian governance and compliance frameworks.
Business development	Experience in advancement strategies, including fundraising, partnership development, sponsorships, member engagement and stakeholder relations, to build financial sustainability and mission support across multiple countries.
ICT strategy and governance	Knowledge and experience in the strategic use and governance of technology enablement, information management, including personal information privacy and technology security risk management.
Commercial experience	A broad range of commercial experience and business acumen, matched with an entrepreneurial mindset and exposure to growth.

Beyond technical expertise, we seek directors who bring gravitas, emotional intelligence, collegiality and open-mindedness to Board deliberations. You'll work collaboratively with emergency physician directors who bring deep clinical expertise, creating a board where diverse perspectives strengthen decision-making.

Diversity and inclusion

A diverse board enhances decision-making and better serves our global community. IFEM is committed to board diversity across gender, geography, generation, culture and professional background. We actively seek candidates who will contribute to a Board reflecting the global emergency medicine community we serve. Our skills matrix specifically values awareness of socio-economic context, cross-cultural competence, and diverse geographic perspectives.

Term of appointment

- Initial term: Either two or three years, depending on staggered terms, with eligibility for one reappointment
- Time commitment: Approximately 10 to 12 days per year, including meeting preparation, attendance at Board meetings (four days), committee meetings (four days) and ad hoc work (four days)
- Board meetings: typically, four meetings annually (usually quarterly) plus special meetings as required, using Microsoft Teams (one in-person meeting will coincide with Assembly meetings at ICEM)
- Committee participation as assigned.

You will join a Board during a period of change. The current Board will ensure a thorough handover and induction.

Remuneration

Independent Directors serve without fixed director fees in keeping with IFEM's not-for-profit mission. The President may approve an honorarium as recognition for significant service contributions. Such honoraria, if approved, are typically modest in nature and provided as a token of appreciation rather than as fees for professional services.

All reasonable expenses incurred in fulfilling board duties (including travel, accommodation, and meeting attendance costs) will be reimbursed in accordance with IFEM policy.

IFEM maintains liability insurance for directors and officers and provides indemnity to the extent permitted by law.

Selection process

1. **Expressions of interest:** Candidates submit a cover letter and CV addressing qualifications and alignment with required skills (by 23:59 UTC on Thursday, 23 April 2026)
2. **Nomination review:** IFEM Nominations Sub-Committee reviews applications against selection criteria and the IFEM skills matrix (early May)
3. **Candidate interviews:** shortlisted candidates interviewed by the selection panel (mid-May)
4. **Board endorsement:** the Board will identify its preferred candidates for nomination to the Assembly (mid-May)
5. **Assembly endorsement:** IFEM Assembly considers and approves the Board's nominations (by electronic vote, late May/early June)
6. **Appointment:** Successful candidates appointed following Assembly endorsement. (early-June, ahead of IFEM2026 in Hamburg)

How to apply

For a confidential discussion about this opportunity, contact our team via admin@ifem.cc, who will arrange this for you. Both the Board Chair and the President welcome preliminary conversations with prospective candidates.

Interested candidates should submit a cover letter (maximum two pages) addressing:

- Skills alignment: Which two to three skills represent your strongest expertise, with specific examples
- IFEM contribution: How your perspective and experience would add value to IFEM's mission
- Commitment confirmation: Your availability for the time commitment and willingness to serve a term of two to three years
- References: two professional referees (name, relationship, contact details) who can speak to your board effectiveness and relevant expertise (they may be contacted but only after shortlisting)
- A declaration of interests (current board positions, business interests or family relationships that could create conflicts).

Please also include a CV of up to four pages focused on governance experience, board roles and relevant expertise.

Closing date

Thursday 23 April at 23:59 UTC by email to alexander.thompson@ifem.cc

About the selection criteria

Candidates will be assessed on:

- Demonstrated expertise in priority skill areas
- Capacity to contribute strategic value and an independent perspective
- Commitment to IFEM's mission and values
- Contribution to overall board diversity and composition
- Availability and willingness to actively engage in board responsibilities.