



MEMORANDUM

To: HSE Senior Leadership Team

CC: HSE Board
DOH Secretary General
DCEDIY Secretary General

From: Bernard Gloster, Chief Executive Officer

Date: 09 February 2024

Subject: HSE Centre - New Assignments

CEO Ref: 10742

Dear Colleagues

I want to update you on the ongoing programme of change within the HSE, including the implementation of new structures to facilitate the Programme for Government and the Sláintecare Policy Framework.

I had the pleasure recently of announcing the appointment of six Regional Executive Officers to lead the six new health regions that are central to that programme of change. The health regions will bring appropriate decision making closer to services, and they will allow for a single integrated approach to providing services to the people of each region.

I want to record the support of the Minister, Secretary General and the Board of the HSE in ensuring this change was possible within my first year in post.

The next step is the implementation of fundamental change at the HSE Centre to allow the regional structures have the intended level of appropriate authority and operational control of services in their region. The Health Regions will essentially be the operational entities of the HSE, reporting directly to me and the purpose of the Centre will be to resource and support them.



To enable this, the purpose and function of the Centre will change fundamentally. The new HSE Centre will:

- Continue to operate the services which are best retained and managed at national level and ensure these services support each of the regions effectively. This grouping of national services will be led by one National Director who will be a member of the HSE national Senior Leadership Team (SLT) reporting directly to me.
- The remainder of the HSE Centre is now designed to fulfil the functions of, **Planning, Enablement, Performance Management and Assurance (PEPA)**.

I previously advised that the repurposing of the Centre would be done, if possible, by reassignment from the existing remaining National Director team and I am pleased today to confirm that other than two positions this has been achieved.

I attach the organogram which sets out the new HSE Senior Leadership Team roles across a straight line. You will also see a number of critical tasks and roles are now to be attached to my office and which will also support the new national SLT. In the organogram there are also a number of key functions indicated under each of the national roles, indicative of the key tasks which the revised HSE Centre will undertake.

Having considered all of the tasks for this revised Centre, I am now confirming the following assignments. **In all cases except two posts to be advertised, the changes involve the assignment or reassignment of existing national directors, a pool already reduced by five since I commenced this change.**

HSE (National) Senior Leadership Team

Supporting the Chief Executive Officer and the six Regional Executive Officers I am confirming that I have made the following assignments:

<ul style="list-style-type: none">• National Services and Schemes	Pat Healy will be assigned as National Director for National Services and Schemes as listed in the attached chart. Pat will also continue his responsibility for the development of the Enhanced Community Care Programme for the remainder of 2024, following which it will become fully integrated into the
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	normal day to day processes of the organisation. His role includes all negotiation of external Primary Care Contract changes.
<ul style="list-style-type: none"> • Clinical Directorate 	Dr Colm Henry will continue as Chief Clinical Officer leading the programmes set out and advising the CEO on all clinical matters. He will hold specific additional roles in patient safety oversight at national level. Existing national programme leads in Public Health, Health Protection, NCCP, Screening, Surveillance will continue to be part of this Directorate.
<ul style="list-style-type: none"> • People 	Anne Marie Hoey will be assigned to the revised role of Chief People Officer, ensuring the development of appropriate HR functions to support the regions and national HR Services aimed at building capability and future resourcing.
<ul style="list-style-type: none"> • Finance 	Stephen Mulvany will continue as Chief Finance Officer with a remit to develop appropriate infrastructure and expertise in the regions, the further development of national Procurement led by John Swords National Director reporting to the CFO. The CFO will have new oversight responsibility for the Compliance Unit for the funded agency sector.
<ul style="list-style-type: none"> • Technology and Transformation 	<p>Damien McCallion will be Chief Technology and Transformation Officer responsible for technology, information security, data governance and digital development.</p> <p>Fran Thompson will continue in the essential role as CIO within the new T & T function.</p> <p>Damien will also overview the organisation's medium to long term transformation programmes in which he will assume responsibility as the HSE Director of the Sláintecare Programme. This wide-ranging role will require active engagement across the organisation and therefore I have also appointed Damien as Deputy Chief Executive Officer.</p>
<ul style="list-style-type: none"> • Communications and Public Affairs 	Mark Brennock, currently National Director of Communications will now lead the Communications and



	Public Affairs for the organisation at national level assisting the regions to build local capability. Mark will also, at national level, lead the external and internal and digital communications teams, the parliamentary affairs division and the organisation's complaints and feedback service.
<ul style="list-style-type: none"> • Access and Integration 	I have not made an assignment to this role at this time and both David Walsh and Grace Rothwell in their respective roles in Community Operations and Acute Services will share the responsibilities of this role during the transition period to 30 September or until the filling of the post, whichever is sooner. The Access and Integration post will shortly proceed to competition. I am grateful to both for their willingness and flexibility in this regard.
<ul style="list-style-type: none"> • Major Capital Infrastructure 	This is a new function planned for the organisation given the scale of major infrastructure requirements both current and pending. This post will shortly proceed to competition and when filled will incorporate the HSE Estates function and critically will build capability at national level for both the planning and implementation of major infrastructure projects. When filled this role will also include that of Lead Director for both the new Children's Hospital completion and the construction of the new National Maternity Hospital. Brian O'Connell will continue as interim National Director of Estates pending the conclusion of new processes and recruitment for the new role. In this context he will attend SLT until an appointment is made to the Major Infrastructure role.
<ul style="list-style-type: none"> • Internal Audit 	Joseph Duggan Director of Internal Audit will be Chief Internal Auditor for the organisation in an expanded role to ensure strategic as well as operational expansion of audit functions and assurance capability for all of the HSE.

This structure of the Senior Leadership Team gives us a strong basis on which to move into the next phase of the development of the HSE. I have every confidence in those I have assigned to these tasks to support the six Regional Executive Officers and myself in delivering continuous improvement at a rapid pace. I am grateful to all colleagues for their flexibility with these changes.



There are also a number of critical supporting functions within the HSE Centre which are also set out in the organogram, and I wish to confirm the following assignments in respect of those. These roles will as required participate in the national SLT processes and are essential to the overall functioning of an organisation of the scale and remit of the HSE. **Again, these involve the assignment or reassignment of existing national directors.**

<ul style="list-style-type: none"> • Performance and Planning 	<p>I have appointed Patrick Lynch as the National Director for Performance and Planning reporting directly to me and leading on the development of the organisations corporate plan, national service plan and performance data / publication which will enable me in my direction of the six regions.</p>
<ul style="list-style-type: none"> • Organisational Change Unit 	<p>I have appointed Liam Woods, National Director, to lead this unit which is already working to develop the further roll out of the Regional Health Areas and to assist me in implementing the centre change which I have set out in this communication.</p>
<ul style="list-style-type: none"> • Patient and Service User Engagement / Organisational Culture / Governance and Risk 	<p>I have appointed Joe Ryan to be National Director for this portfolio of key functions and in this regard he will also be the Chief Risk Officer for the HSE.</p>
<ul style="list-style-type: none"> • Health and Wellbeing 	<p>Dr Philip Crowley, National Director, will be the lead for the health and wellbeing function of the HSE and this will report into the Access and Integration function. Philip’s unique skillset and experience positions him well to operate across a number of areas and in this regard I have also asked him to take specific responsibility across other functions including Global Health and Inclusion, Climate Action and Sustainability, Human Rights and International Protection.</p>
<ul style="list-style-type: none"> • National Advisors 	<p>I have established National Advisory functions to advise the CEO in respect of Nursing, Health and Social Care Professionals and Social Work (with a special interest in Safeguarding.)</p>



	<p>Geraldine Shaw will continue as the Interim Nursing Advisor in addition to her duties leading the Office of the Nursing and Midwifery Services Director pending further development of the advisory role.</p> <p>Jackie Reed will be Interim Advisor to the CEO for Health and Social Care Professionals and will continue to lead that office pending further development of the advisory role.</p> <p>The position of Chief Social Worker who will also advise the CEO will go to recruitment in the near future.</p>
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Colleagues will be aware that our responsibility for Disability services is now under the remit of a separate Department (DCEDIY). With the support of the Minister DCEDIY, the Secretary General of that Department, and the Board of the HSE there will be specific provisions within HSE structures to support that task. These will include;

- 3 x AND reporting in the Access and Integration Function (one each for children and adults and one for overall co-ordination of the HSE responsibilities in that care group).
- 2 x dedicated national clinical/professional leads for the care group.
- 3 x dedicated senior officials in HR, Finance and Estates dedicated to the care group.
- 6 x senior disability leads (one each for each Regional Executive Management team).

I want to express my thanks to all of the National Directors working in the HSE Centre as well as the advisory functions for agreeing to work with this next phase of development. As we proceed we will continue to refine and improve structures and working arrangements.

There will be a transition period from 01 March to 30 September and as each part of the organisation is ready to switch from the current to the new arrangement, the appropriate delegations and instructions will issue. There will, to some degree, need to be a shadow system during this period and I will advise accordingly.

The next phase of development in respect of the HSE Centre and the Regions will include the wider workforce in the Centre and the Regions as we populate the new structures. It is my intention to have an engagement process with staff and representative bodies in relation to the roles at the Centre and in the Regions that will support the new tasks. There are not



currently identified jobs at the Centre or Regions for people to express interest in, but there will be in the near future. While I appreciate this may be a period of anticipation, I would ask all staff to continue in their current roles until such time as those engagements can be further advanced.

The target date for completion of the implementation of the primary changes in structures and assignments is 30 September 2024 and will be achieved in progressive steps between now and then. The following next steps are confirmed for now.

- **March 4th induction new Regional Executive Officers – REO.**
- **March 11th delegated responsibility for REOs in South West, West & North West, Dublin & Midlands in addition to the two Mid West and Dublin & South East already commenced.**
- **April 15th delegated responsibility for remaining REO Dublin & North East.**
- **June 4th final meeting national Interim Senior Leadership Team.**
- **June 5th final meeting of current national Executive Management Team**
- **June 11th first meeting new national Senior Leadership Team and commencement majority national SLT delegated functions (to be completed only where necessary no later than September 30th.)**
- **September 30th commencement of new REO Regional Executive Management Teams.**

Yours sincerely

A handwritten signature in black ink, appearing to read 'Bernard Gloster', written over a horizontal line.

Bernard Gloster
Chief Executive Officer