



Memo

To: Chief Executive Officer
Each Regional Executive Officer
Each National Director
Each Assistant National Director HR
Each Assistant Chief Finance Officer
Each Hospital Group CEO
Each Hospital Group Director of HR
Each Chief Officer CHO
Each Head of HR CHO
Head of HR, PCRS
Each CEO Section 38 Agencies
Each HR Manager Section 38 Agencies
Each Employee Relations Manager
Each Group Director of Nursing & Midwifery
Each Group Director of Midwifery
Each Clinical Director
Director National Ambulance Service

From: Anne Marie Hoey, Chief People Officer
Liam Woods, National Director Health Regions Programme

Date: 27th March 2024

Subject: HR Memo 018/2024 - Update to Line Managers on approach to Staff Transition

Dear Colleagues,

This briefing provides an update to line managers and staff on the implementation of the new HSE structural reforms and next steps over the coming months. In particular, it sets out the approach to staff transition arrangements, including work to date and what to expect.

While it is accepted that this reform programme continues to evolve and there are still some unknowns as design is finalised, we recognise the importance of ensuring that staff are continuously updated.

Health Regions Implementation: - Background and Progress to Date

Six Health Regions have been established within the HSE with geographical boundaries agreed by Government in July 2019. While the full implementation of Health Regions will be a multi-year journey, they will become fully operational by Q4 2024.

Health Regions will be the core service delivery entities for the health and social care system with a high degree of autonomy and control, meeting local needs and bringing decision making closer to the point of service delivery and to the patient.

Five of the six Regional Executive Officers (REOs) are in post since Monday 4th March (with the remaining REO due to take up post on 15th April). Following a period of induction the REOs have now taken on responsibility and delegated authority for operational service delivery in their respective regions.

New structures have been agreed for the HSE Centre and are nearing completion for the Health Region Executive Management Teams (EMT). Work has commenced on the Integrated Service Delivery Model that will determine the organisation structures within the Integrated Health Areas will progress further over the coming months.

The HSE Senior Leadership Team will remain the overarching governing unit of the HSE supporting the Health Regions on planning, enabling, performance and assurance functions. This will require a change in both structure and role, performing only those tasks that cannot be performed at a regional or local level. As a result, some roles will no longer be performed in the Centre and will instead become the responsibility of Health Regions. It will also be responsible for developing nationally consistent standards, guidelines and models of care to resource, support and enable the Health Regions to deliver integrated care to the people of their region.

Mapping of activities and functions from the current to the new HSE Centre structure is ongoing and will be completed over the next number of weeks.

The Approach to Staff Transition

As with all significant programmes of change, we acknowledge the uncertainty and impact this has on many of our staff. The level of change that staff experience as a result of the move to Health Regions and the revised HSE Centre will depend on the position they hold. For a large percentage of staff there will be no significant change, apart from perhaps a change in the person to whom they report.

Staff transition arrangements will include:

1. HSE Centre to HSE Centre transition: - where departments will change within the centre in accordance with the new HSE Centre design published by the CEO.
2. HSE Centre functions transfer to Health Regions: both on an immediate basis (to support the REO in setting up the regions) and on a longer-term basis in populating the new Health Region EMT structures .
3. Regional (Hospital Groups and CHOs) to new Health Regions transition: - in populating the new Health Region EMT and sub-geographies i.e. Integrated Healthcare Area (IHA) structures.

In line with Government policy, this restructuring is to be completed on a WTE and grade neutral basis (i.e. must be achieved within current level of HSE resources) except where formal sanction is provided for posts to be filled at higher grades than is currently in place. It

is important to note that this is not an attempt to downsize the HSE. As a result there will be a meaningful role for everyone in the new structures.

A key objective of the HSE in overseeing these transitions is to ensure equity and consistency in how we approach the change. The move from the current to the new HSE Centre and Health Regions will be achieved through a combination of methods such as confined competitions, redeployment and some promotional opportunities.

Engagement Processes

In agreeing the transition approach, there continues to be engagement with both staff and staff representative bodies via National Joint Council (NJC). We are committed to ensuring open and transparent lines of communication throughout the transition to Health Regions, fostering a collaborative and inclusive environment and seeking input as appropriate.

We will continue to do all that we can to engage directly with staff and their representative bodies as we progress through each stage of the process. National HR will issue an FAQ document shortly for all staff to address questions that are arising in respect of the restructuring. This will continue to be updated as more information becomes available.

Next Steps

We acknowledge how critical HR transition planning and sequencing will become over the coming weeks and months. While we must balance the need to ensure timely progress of reform, a key priority is to minimise disruption to service delivery and staff. Our goal is to support staff in the continued delivery of high-quality services to patients and service users by mitigating any potential risk arising from this transitional period. As outlined by the CEO, we intend to implement the changes associated with the revised HSE Centre and new Health Region structures as quickly and safely as possible while continuing to remain focused on current service delivery.

The following sets out some of the key timelines for the ongoing implementation;

- There will be a transition period from 01 March to 30 September 2024 with (as necessary) a shadow system during this period to ensure a safe and timely handover of roles and responsibilities.
- The target date for completion of the main changes in structures and assignments is 30 September 2024.
- The first wave of transition will prioritise the appointment of senior roles across the Health Regions and Centre, with the focus on fulfilment of Senior Leadership Team Roles (i.e. direct reports of the CEO) in Q1 2024 and Regional Executive Management Team Roles (i.e. direct reports of the REO) which will extend to Q3 2024.
- The second wave of transition will focus on roles at the next layer down in the organisation. These will be filled on a function-by-function basis from Q2 2024.
- National HR with regional HR colleagues will lead on people transition activities including:-
 - a. The provision of guidance to Regions and the Centre on the approach for staff transition, based on policy and protocols;

- b. The provision of dedicated HR support with relevant expertise to enable implementation of guidance and protocols;
- c. Employee relations;
- d. Provision of training / development supports to leaders and teams as part of the transition.

Engagement and communications will be tailored to support understanding of the transition arrangements including what is changing, by when and why, and who is impacted. Communication will be proactive and co-ordinated to ensure staff are well informed and engaged in both new models and processes as they evolve.

Queries

Information about the six health regions is available at [hse.ie/healthregions](https://www.hse.ie/healthregions) or further detail can be obtained by emailing the Health Regions Programme team healthregions.team@hse.ie

Yours Sincerely,



Anne Marie Hoey
Chief People Officer



Mr Liam Woods
National Director Health Regions Programme