



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: 2nd May 2024

Subject: HR Memo 024/2024 - Update No. 2 to Line Managers on Approach to Staff Transition

Dear Colleagues

This briefing note provides an update on the implementation of the HSE structural reforms, (from the previous HR Memo 018/2024 - Update to Line Managers on Approach to Staff Transition) specifically with regard to the approach to staff transition arrangements and what to expect in the coming months.

Transitory Period and Phased Approach:

We are now in a transitory period while the Health Regions are being fully established and accountability for operational service delivery is being transferred from the Centre to the Regions. In addition, the CEO has set out his intention that the National Directors will assume their new roles in the HSE Centre from 1st June (see Appendix 1). On the appointment of

National Directors, this has been completed on a WTE neutral basis with only two posts remaining in recruitment phase (Director of Access and Integration and Director of Strategic Infrastructure and Capital Delivery).

Safe transitioning will require a phased approach of filling posts in the new structures while maintaining services under the current structures both at HSE Centre and across the Health Regions.

Phase 1 will be carried out prior to 1 June.

During this period the Health Regions Programme Team will have completed the mapping of roles and activities from the current HSE Centre to the new HSE Centre and Regional structures.

The level of change that staff experience as a result of this process will depend on the position they hold. For many staff, there will be little change, but for others, changes may be more significant. For a large percentage of staff, we will finalise transitional arrangements for individuals at the HSE Centre during this phase and this will largely involve re-pointing to the new structures.

Some staff (predominately those staff within the HSE Centre Operations Functions) may be asked to report to a different National Director at the centre for an interim period until further transitional arrangements are agreed and completed. This adjustment is critical to maintaining operational continuity and is a core element of the safe transition planning process and will be clearly communicated in advance.

Phase 2 will commence from 1st June and will continue over the summer months which will allow the further work required with the input of new National Directors in place. As per CEO previous circulars, transition to the new HSE Centre Structures will be fully effected by the end of September.

Current roles and responsibilities:

While changes are now happening both at the HSE Centre and at Health Region level, it is important at this time to ensure as smooth a transition as possible to the new structures in order to minimise potential service disruption. As the transition progresses over the coming weeks and months, any changes to current roles and responsibilities will be communicated through line managers.

Until such changes are formally conveyed, it is important that **staff continue with their usual tasks and responsibilities to maintain service continuity** while recognising that as the Health Regions structures are being populated, that the operational focus will continue to move from the HSE Centre to the Regions. The HSE Centre focus will further shift to its core support role of Planning, Enablement, Performance and Assurance (PEPA).

For most staff in the Regions and a significant number of staff in the New HSE Centre, there will be little or no change beyond re-pointing to the new structures. During this time, there will be direct engagement with staff and their representative bodies.

Recruitment Outline and Next Steps:

At the HSE Centre, we are prioritising the recruitment of the National Director roles to ensure that there will be continuity of service and to help maintain core functions as we transition. At a Health Region level, during May we will also begin the recruitment of Integrated Healthcare Area (IHA) Manager roles followed by the Regional leadership roles over future weeks. We would expect that the IHA Managers and some of the other key regional leadership roles will take up post over the summer period.

We are grateful for your ongoing support during this period of change.

We remain committed to ensuring open and transparent lines of communication throughout the transition to Health Regions. 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. An FAQ document is attached 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.

Further 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



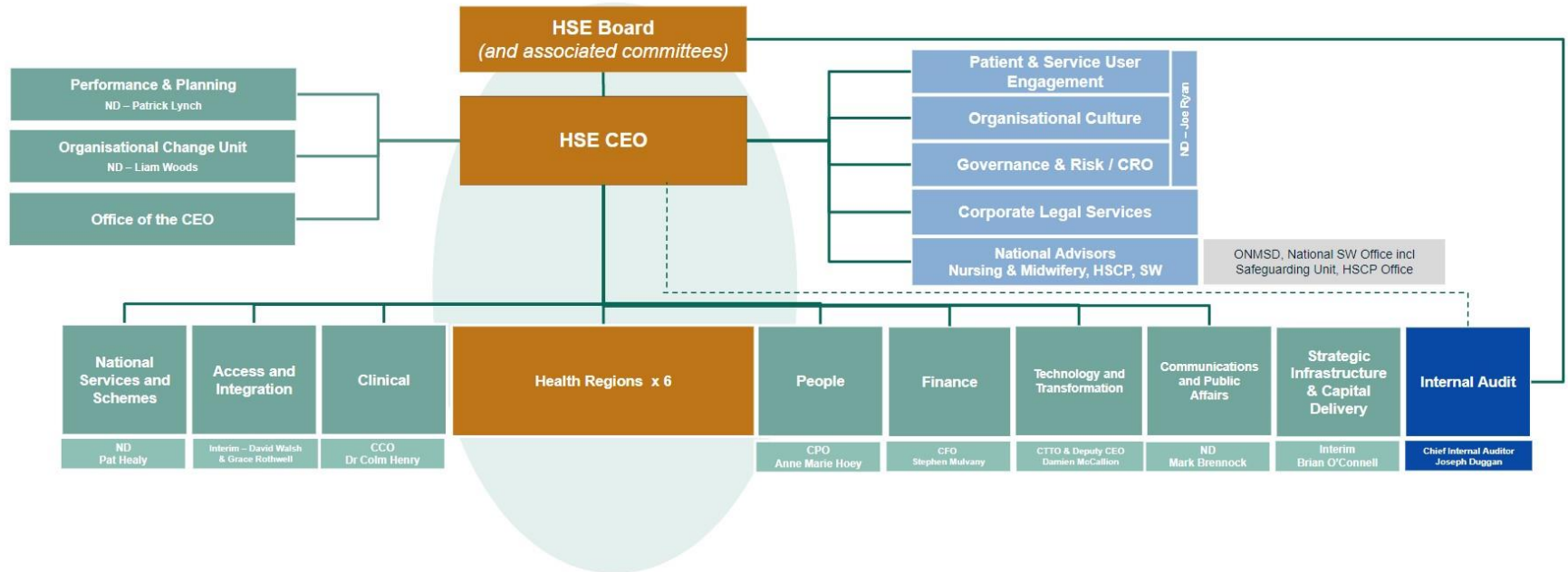
Anne Marie Hoey
National Director, Human Resources



Mr Liam Woods
National Director, Health Regions Programme

Appendix 1

HSE Centre New Structure



ND post for Access & Integration and Strategic Infrastructure & Capital Delivery in recruitment phase

01/05/2024