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8<sup>th</sup> October 2025

Deputy Cathal Crowe TD,  
Dáil Éireann,  
Leinster House,  
Kildare Street,  
Dublin 2.

**Re PQ 48463 25:** *To ask the Minister for Health the number of HSE staff that have had their positions made redundant as a result of the integrated financial management and procurement system (IFFS) implementation earlier this year; the number of affected staff still permanently employed by the HSE; whose responsibility it is to ensure they continue to be employed in a fit for purpose role; how much notice any affected staff received regarding their positions becoming redundant, and if this notice period is a national standard or decided at local level; if staff unions were consulted in advance of the implementation of the IFFS; and if she will make a statement on the matter.*

Dear Deputy Crowe,

The Health Service Executive has been requested to reply directly to you in the context of the above Parliamentary Question, which you submitted to the Minister for Health for response. Your PQ above has been referred to me for response.

## Introduction

IFMS is a single national finance and procurement system, underpinned by a shared services model, for the entire health sector. It has been developed under the HSE Finance Reform Programme – a significant transformation programme for the health sector in terms of scale and complexity.

IFMS involves the standardisation of finance and procurement processes nationally across the Health and Social Care Services. In addition, IFMS involves new Shared Services Operating Models for Finance, Procurement, a Master Data Unit (MDU) and SAP Centre of Excellence (COE) which deliver transaction support and services to the wider Health Sector and Tusla.

The final HSE implementation group went live on schedule in July 2025. This completed the implementation of IFMS to all directly managed HSE services, with almost 80% of all health expenditure now transacted on IFMS by c.12,000 users. Implementation to voluntary organisations in scope is currently in detailed planning for build and test stages to achieve go live from Q3 2026 onwards.

For the purposes of ease of addressing your query above, I have split it into six parts.

**Question 1: The number of HSE staff that have had their positions made redundant as a result of the integrated financial management and procurement system (IFMS) implementation earlier this year:** While there have been considerable changes to ways of working impacting large numbers of staff, no staff have been made redundant as a result of the implementation of IFMS.



**Question 2: The number of affected staff still permanently employed by the HSE:** There are c.12,000 HSE staff who use IFMS for finance and procurement process activities.

Key HR/IR principles guiding the implementation of IFMS include:

- There is no redundancy scheme
- Staff retain their current terms and conditions of employment as set out under the Haddington Road Agreement
- Where processes or parts of the same are being transferred from local services to shared services, individuals may or may not transfer with their workload, depending on their personal preferences and the needs of the health service
- For staff impacted there are options and opportunities for professional development; and potentially changes to work practices
- A managed transition process is in place to ensure an established and trusted IR framework exists where staff will be involved throughout the process
- There is ongoing engagement with Trade Unions and Representative Bodies
- Emphasis is on staff engagement in line with Building Momentum provisions via our change network, communications and stakeholder engagement.

The Irish Health Service Financial Management Framework (FRP) states *'Where processes or parts of same are being transferred from local to central operation e.g. to HBS, the necessary central resources will be in place prior to transfer. Individuals may or may not transfer with their workload depending on their personal preferences and the needs of the health service. This will be governed by the IR / ER arrangements in operation at the time including the provisions in respect of redeployment. Particular care will be taken in relation to the family and personal circumstances of individuals, as part of the overall change management strategy'*

**Question 3: Whose responsibility it is to ensure they continue to be employed in a fit for purpose role:** It is the role of line management to ensure that staff are employed in fit for purpose roles. However, as part of the Finance Reform Programme, a separate project is underway to review organisational design / organisational structure for National Finance and Procurement processes.

**Question 4: How much notice any affected staff received regarding their positions becoming redundant:** Not applicable, please refer to response to Question 1 above.

**Question 5: If this notice period is a national standard or decided at local level:** Not applicable, please refer to response to Question 1 above.

**Question 6: If staff unions were consulted in advance of the implementation of the IFMS:** Staff representative bodies have been engaged with in respect of IFMS implementation throughout the project lifecycle via the Joint Information and Consultation Forum (JICF) and a separate, dedicated IFMS Information and Consultation Forum. All consultation is carried out in conjunction with HSE National HR Employee Relations to ensure appropriate engagement with relevant organisations.



If you have any queries, please do not hesitate to contact me at [sarah.anderson1@hse.ie](mailto:sarah.anderson1@hse.ie) or tel: 087 9423319.

Yours sincerely

**Sarah Anderson**

**Bainisteoir Ginearálta | General Manager**

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