

All Staff Update: Next Phase of HSE Health Regions Implementation

Wednesday, 5th March 2025

Dear Colleagues,



In the first instance, I would like to acknowledge the ongoing work that is underway in response to the demands on unscheduled care, managing within existing resources which are, in many areas, extremely challenging and the daily efforts by you all to ensure we can deliver a service to our population and improve how and where people access our services.

I appreciate that balancing daily service delivery with the transition to new regional structures and ways of working is particularly demanding at this time.

The next phase of the HSE Health Regions implementation commenced in HSE Dublin and Midlands from Monday, 3rd March and we are one of five health regions to move into the regional structures, with completion expected within six months. Implementation in HSE Mid-West will begin at a later date.



As you will have heard many times the overarching principles that we are working to here in Dublin Midlands are;

- an unwavering commitment to providing safe, high-quality care
- a commitment to effective, efficient, high-quality performance
- behaviours characterised by support, compassion and inclusion for all patients and staff
- ways of working that focus on continuous learning, quality improvement and innovation
- enthusiastic co-operation, teamworking and support within and across boundaries

I am committed to fostering transparency and openness, both internally and externally. Having met many of you, both on the frontline delivering services and behind the scenes facilitating them. I am continually inspired by your innovation, dedication and commitment to quality services.

As we enter the next phase of transition, our priorities during this phase is;

- Maintaining existing levels of service for our population
- Ensuring quality and safety in all our services
- Communicating changes in a clear and timely manner

I sincerely appreciate your efforts and dedication to enhancing healthcare services for our community.

Key Updates in This Phase

The standard Integrated Healthcare Area (IHA) structure has been agreed and will be applied consistently across all health regions. In our latest update, we provide important information on:

- The Integrated Service Delivery (ISD) Model and IHA structure
- Networks of Care

- The HR approach and people transition planning

Further information can be found

<https://healthservice.hse.ie/staff/latest-health-regions-updates/>

Integrated Service Delivery (ISD) Model

The ISD model outlines how health regions and IHAs will operate, ensuring that services are more integrated and easier for people to navigate. It is designed to support:

- More integration across services
- Stronger accountability at all levels
- Greater transparency in how services are delivered

We have collaborated with staff and stakeholders to determine the best approach for applying the ISD model within each IHA. The standard IHA management team structure has now been agreed and will be implemented consistently.

Next Steps: Implementing the IHA Structure - The focus of this next phase will be on rolling out the IHA structure.

A schedule of workshops, organised by care group across the region, will be led by IHA Leads and HoS, with support from the Strategy Lead and Change & Innovation, to finalise;

- Detailed IHA structures with roles/numbers & accountabilities
- Change Impact Assessment
- Detailed Transition Planning

These workshops will commence mid-March to the end of April 2025 (approx. 6 weeks) aiming to conclude before the Easter period. The full implementation will be done gradually to ensure a smooth and safe transition while maintaining services at both the HSE Centre and across the regions.

Throughout this phase:

- Regular updates will be provided to keep you informed about structural changes in your area.
- Comprehensive change impact and risk assessments will be conducted to ensure any service impacts are well understood and managed.
- Staff and managers will work together on transition planning.
- Local implementation teams, project management offices, and Change and Innovation Hubs will provide support.

We will hold an all HSE staff update on Friday, 7th of March at 2pm. An invitation and Microsoft Teams has been circulated from my office and I would encourage you all to attend. You can access the registration [here](#). It will be an opportunity to hear from the key leaders and to submit questions to the leadership team. Thank you for your ongoing commitment as we work together to implement these important changes. This webinar is limited to staff with a HSE email and further engagement will be planned with external partners as soon as possible. If you have any questions, please reach out to your local leadership team.

Best regards,

Kate Killeen White

Regional Executive Officer, HSE Dublin and Midlands