

Update from Kate Killeen White, REO HSE Dublin and Midlands



Dear Colleagues,

I am writing to provide you with a further update as the new REO of HSE Dublin and Midlands to include information on the development of the Health Region EMT and existing transitional plans for the new region. I have also included links to the latest HSE centre updates, which might be useful for onward sharing with staff across the services.

In my first [video message](#) shared with you, I talked to you about my clear priorities to Stabilise, Sustain and Grow this region. This means ensuring that

we have the right budget and people, in the right place to cater for the health needs of the people who are using our services every day. As part of this I will focus on;

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



The following outlines the latest update and further local information on where we are at in the transition phase:

Senior Leadership Team

I have established a senior leadership team that meets weekly. This interim management team are focusing on stabilising the existing service provision within the existing governance system and planning the transition formally into the new region.

Membership

Kate Killeen White, REO

Fionnuala Cooney, Director of Public Health, HSE Dublin and Midlands

Trevor O'Callaghan, CEO, Dublin Midlands Hospital Group

Mary O'Kelly, Chief Officer, CHO7

Carole Broadbank, Chief Officer, CHO8

In the past two months, we have had weekly engagement and planning sessions with contributions from QPS/QSSI, HR, Performance/Access, Finance, NAS, Estates, Communications and E-Health and PMOs in order to inform and shape our plans.

Senior Regional HSE Leadership Planning session

An internal regional HSE senior leadership planning session is organised for the 20th of June in Arden Road, Tullamore. From here, my plan is to commence engagement sessions with all key stakeholders in the region to include our community and voluntary partners and public and patient representation as we work through co-designing a strategic process for the HSE Dublin and Midlands Health Region's Integration Roadmap. The principles of the engagement process will be respectful,

meaningful, purposeful, and genuine and built on partnership, cooperation and collaboration. We will focus on recognising what has been achieved and how we can replicate existing and successful integration practices while also looking at the key opportunities for change. It is my intention that everyone will have an opportunity to inform the co-design and that our collective purpose will be to develop a regional integration and reform plan. I am really looking forward to getting to work on this and to hearing from you and your service.

REO Visits

One of the key priorities I have set coming into this job was to get out and meet as many people who are working and attending our services every day. It has been truly insightful and engaging and I would like to thank you all for meeting with me and sharing your experiences and views. I still have a lot more visits to plan over the coming weeks/months. I fundamentally believe that our people are our best asset. Taking time to meet people provides a great sense of purpose and understanding, which is essential to inform the change and reform journey.

Positions within the REO's office

In order to support the work of the Region I have commenced the recruitment of a small number of key roles that will support my office as we deliver the reform programme. These roles for General Manager and Business Manager offer an exciting opportunity to shape the future of health and social care in a rapidly changing environment and to continue to implement safer better health care through integrated services.

Regional Executive Management Team (EMT)

Recruitment is underway for Regional Directors of People and Regional Directors of Finance for our health region. The regional directors will be members of the EMT in each health region. They will report directly to the REOs.

[View the advanced design of the HSE EMT model \(PDF, 167KB, 1 page\)](#)

Integrated Healthcare Areas (IHAs)

IHAs will be the substructures within each health region. **There will be 4 IHAs in total for our area.** They will serve a population of around 300,000 and take account of local geographies, population size, needs and services. IHAs will bring together both acute and community services as well as other non-HSE providers. This will be crucial to supporting and enabling integrated care.

IHA managers

Recruitment is now underway for IHA managers. The IHA managers will be responsible for operational service delivery within each IHA. They will sit on the health region's EMT.

High level Overview - HSE Dublin and Midlands' structure:

Note 1: Hub/CST 1 and 2 are aligned to St James. Hub/CST 3 to TIH. Hub/CST 4 to NGH. Longford/Westmeath to MRHM. Laois/Offaly to MRHT & MRHP.

REO HSE Dublin and Midlands

Further update from the HSE Reform Programme:

[Register for the health regions webinar with a focus on population-based planning on Thursday 27 June](#)

[Learn more about why we're integrating health and social care services](#)

[Read more about staff transition arrangements](#)

[New HSE Centre structure with appointed national directors \(PDF, 112 KB, 1 page\)](#)

[CEO memo about HSE Centre changes issued on 9 February 2024 \(PDF, 170 KB, 7 pages\)](#)

[Read HSE Health Regions questions and answers on HR-related matters and transition \(PDF, 466 KB, 11 pages\)](#)

[Read HR Memo 'Update No.2 to Line Manager on approach to Staff Transition' issued on 2 May 2024 \(PDF, 175 KB, 4 pages\)](#)

[Read HR Memo 'Update to Line Managers on approach to Staff Transition' issued on 27 March 2024 \(PDF, 105 KB, 4 pages\)](#)