



Dear Colleague,

Welcome to the first edition of the HSE News which I hope will help to keep you up to date with developments as we all move towards the full implementation of the new structures.

Now that we have been formally established, the HSE News will take over from the Link which you have been receiving up to now.

We appreciate that many of you have found the last number of months difficult and we appreciate the help and support of so many. We are now involved in a major change programme which inevitably brings with it a period of uncertainty. We will make every effort to minimise the effect of this.

I want to assure all of you of my personal commitment to maximise staff involvement in working towards our common objective – the improvement of the patient/client journey and providing a better working environment for staff.

As I intend to do on a regular basis as part of this newsletter, I would now like to update you on current developments.

Firstly I would like to thank the Chief Officers for their continued support in managing the services as we go through this transition period.

In accordance with the recently signed agreement we will be moving to fill a number of positions in the various directorates over the coming weeks. The first posts which we are planning to advertise will be the Assistant Director posts in the National Hospitals' Office and the Primary, Continuing and Community Care Directorate, two of the Assistant Directors in the Population Health Directorate, the four Regional Health Office Directors and the Local Health Office Managers. These posts will be advertised through the Public Appointments Service (formerly Local Appointments Commission)

We have re-advertised for the post of Chief Executive and hope to have a shortlist for this post in the coming weeks.

There are a number of acting appointments on the Management Team and we would hope to begin to advertise these shortly.

In the first issue of the HSE News we set out details of our Board Members, our Management Team and news of recent progress and developments.

I am aware that not all staff have access to e-mail and I would appreciate it if those who have e-mail would print off the HSE News and help to circulate it to those who have not. We will, of course, be working to ensure that more and more people have access to email as time goes by.

I am very conscious that as we are at the early stages of the change process it is important that you are all kept up to date and informed about developments.

Thank you again for your support.

Yours sincerely,

Kevin Kelly  
Interim Chief Executive

## BOARD OF THE HEALTH SERVICE EXECUTIVE

The Tánaiste and Minister for Health & Children, Ms. Mary Harney, T.D. has appointed the Board Members of the Health Service Executive

### The HSE Board Members



*Members of the HSE Board meeting in HSE Head Office in Oak House, Millennium Park, Naas, Co. Kildare.*

*Back row from left: Mr. Michael McLoone, Dr. Donal de Buitléir, Mr. Eugene McCague, Mr. P.J. Fitzpatrick, Prof. Michael B. Murphy and Prof. Niamh Brennan.*

*Front Row: Dr. Maureen Gaffney, Mr. Kevin Kelly, Mr. Liam Downey (Chairman) and Prof. P. Anne Scott. The other Board Member, Prof. John A. Murray was not present when the picture was taken.*



**Liam Downey** (Chair) is the former Chief Executive of Becton Dickinson Ireland, a medical technology company. He was the President of the Federation of Irish Employers and a Trustee and member of the National Executive Council of IBEC. He is former Chairman of the Irish Medical Devices Association and is currently a member of the Labour Relations Commission.



**Dr. Donal de Buitléir** is General Manager, Office of the Chief Executive, AIB Group. Prior to joining AIB, he was Assistant Secretary in the Revenue Commissioners. He was Secretary to the Commission on Taxation 1980-1985 and a member of the Barrington Committee on Local Government Reorganisation and Reform (1990). Dr. de Buitléir was a member of the Commission of Financial Management and Control Systems in the Health Service.



**Professor P Anne Scott** is Professor of Nursing and Head of the School of Nursing at Dublin City University. Previously Anne held academic posts at the University of Stirling, the Glasgow Caledonian University and the University of Glasgow. Professor Scott is currently a member of the Governing Authority of Dublin City University and the Board of Governors of St Vincent's Hospital, Fairview. She is a member of the Board of the Health Research Board.

## The HSE Board Members (continued)



**Michael McLoone** has been County Manager with Donegal County Council since 1994. In 1988 he was seconded to Beaumont Hospital as Chief Executive. He was appointed Chairman of the Governing Body of Letterkenny Institute of Technology in 1997. Mr McLoone was Chairman of the Irish Blood Transfusion Board from September 2001 to September 2002. He was a member of the Commission on Financial Management and Control Systems in the Health Service.



**Professor Niamh Brennan**, a chartered accountant, is Professor of Management at University College Dublin. She is Academic Director of the Institute of Directors' Centre for Corporate Governance at UCD. Professor Brennan recently chaired the Commission on Financial Management and Control Systems in the Health Service.



**Michael B. Murphy** is Dean of Faculty of Medicine and Professor of Clinical Pharmacology, National University of Ireland Cork. His academic posts include the Postgraduate Fellowship in Clinical Pharmacology at the Royal Postgraduate Medical School, Hammersmith Hospital, London and University of London (1980-84), Faculty at the University of Chicago (1984-1992), and Chairman of Clinical Pharmacology (1989-92) and Director of Hypertension Programme (1986-92). He is Chairman, Health Research Board of Ireland.



**PJ Fitzpatrick** is Chief Executive Officer of the Courts Service. He is the first person to hold this position and successfully managed the establishment of the Courts Service as a new, independent, statutory agency. He previously held the position of Chief Executive Officer of the Eastern Health Board.

**John A Murray** is Professor of Business Studies, School of Business Studies, Trinity College Dublin. He has held positions at business schools in Europe, Asia and America. He is President of the Marketing Institute of Ireland and a board member of the Institute of Public Administration and of St James's Hospital. He was a member of the Steering Committee for The Audit of Structures & Functions of the Health System undertaken by Prospectus Ltd for the Department of Health



**Dr. Maureen Gaffney** is the Chair of the National Economic and Social Forum (NESF). She was recently appointed to the Chair of the National Monitoring Committee for the Programme for Revitalising Areas by Planning, Investment and Development under the National Development Plan. She was a Law Reform Commissioner from 1986-1996 and a Senior Lecturer and Director of the Doctoral Programme in Clinical Psychology at Trinity College Dublin. She is a Council Member of the (ESRI) and of the Insurance Ombudsman of Ireland Council.



**Eugene McCague** is a Solicitor and Partner with Arthur Cox. He is a graduate of University College Dublin, a council member of the Dublin Chamber of Commerce and Chairman of the Transport Committee of the Chamber. He is a member of the Board of Co-operation Ireland and a former chairman of the governing body of the Dublin Institute of Technology.

## HSE Management Team



*Kevin Kelly, Interim Chief  
Executive of the Health  
Service Executive*

## Members of the HSE Management Team



**Members of the Health Service Executive Management Team pictured at their first meeting in the Health Service Executive Head Office, Millennium Park, Naas, Co. Kildare**

**Left to Right: Back Row: Laverne McGuinness, John Magner, John Cregan, Maureen Browne, Kilian McGrane, Sean Hurley, Diarmuid Collins, Ann Doherty  
Front Row: Dr Pat Doorley, Pat McLoughlin, Aidan Browne**

## Contact Details for the HSE Management Team

**Since January, the Management Team of the Health Service Executive is based in the HSE Head office in Naas. The contact details for the Head Office are:**

**Oak House, Limetree Avenue, Millenium Park, Naas, Co. Kildare  
Tel: 045-880400**

**The HSE website address is: [www.hse.ie](http://www.hse.ie)**

## HSE Management Team



**Deputy Chief Executive and National Director of  
National Hospital Office**  
*Pat McLoughlin*

Pat McLoughlin was Chief Executive Officer of the South Eastern Health Board, providing leadership to over 9,000 staff in the provision of services for 420,000 people. The SEHB has developed some innovative approaches to A&E in its acute hospitals, such as St Luke's in Kilkenny.

Formerly Pat was CEO of the Eastern Health Board, Director of Planning and Commissioning with the Eastern Regional Health Authority and Programme Manager for General Hospitals Services in the SEHB. Pat has a very broad range of senior management experience in Ireland's health services. During the late 1990s he led a national programme which established 30 drug treatment clinics, supporting over 2,000 users. Pat holds an MBA, a law degree and a BA.

### **About the National Hospitals**

The National Hospitals Office is responsible for resource allocation, service delivery and performance management of all 53 statutory and non-statutory acute hospitals in Ireland, through 10 initial hospital networks. A key focus is integrating hospital services with primary care.



**National Director of Primary, Community and  
Continuing Care**  
*Aidan Browne*

Originally from Enniscorthy, Co. Wexford, Aidan Browne was Assistant Chief Executive Officer at the North Eastern Health Board (NEHB). He holds both Registered General and Psychiatric Nursing qualifications and was Director of Nursing at St. Felim's Hospital in Cavan. Aidan holds an MBA in Health Services Management, and moved from direct clinical care into senior management in 1994, where he took over responsibility for Services for the Elderly and Community Services in the Cavan/Monaghan area. Since 2000 he has held responsibility as ACEO for all Community Services in the NEHB region. Since March 2004, Aidan has been a member of the iHSE's Change Management Team, leading on the design and implementation plans for the Primary, Continuing and Community Care directorate.

Aidan is responsible for primary care including general practice, community based health and personal social services including those for older persons, children, disability services, mental health services and social inclusion. PCCC will have 32 Local Health Offices and seek greater involvement of service users, their families and communities in the planning and design of services in their area.

## HSE Management Team (continued)



**National Director of Population Health**  
*Dr Patrick Doorley*

Dr. Patrick Doorley was Director of Public Health & Planning with the Midland Health Board. He worked in a number of Dublin hospitals in his early medical career. He worked as Director of Community Care, Medical Officer of Health for 6 years before taking up the post of Director of Public Health & Planning with the Midland Health Board in 1995. Dr Doorley is a Fellow of the Faculty of Public Health Medicine (RCPI). He is a board member of the Women's Health Council, the Office of Tobacco Control and of the Research Institute for a Tobacco Free Society.

Pat is responsible for the strategic planning for all aspects of the HSE to positively influence health, health service delivery and outcomes by promoting and protecting the health of the entire population and target groups.



**National Director of Finance**  
*Diarmuid Collins*

Diarmuid Collins was Director of Finance at the Midland Health Board. Prior to his appointment he was on secondment to the iHSE Change Management Team and he has been responsible for leading the project on financial transition arrangements for the HSE. An Associate Member of the Chartered Institute of Management Accountants, Diarmuid has over 20 years of professional finance experience in both the public and private sectors.

Diarmuid is responsible for the management of the health system's budget and cash management system. This involves moving from a number of different financial systems to an integrated model, which will occur over time. He will also provide strategic financial and management support to the Board and the National Directors.



**Acting National Director of Information & Communication Technology**  
*Sean Hurley*

Sean Hurley was Chief Executive Officer of the Southern Health Board where he led a staff of 13,000, serving a population of 580,000 in Cork and Kerry. He chaired the National Steering Group for the introduction of integrated financial systems across all health agencies, and for a national E-procurement strategy. Under his leadership the Southern Health Board was awarded an e-Government label and has been recognised internationally for its track record in innovation. Sean has an accounting background and prior to taking up his post as CEO at the Southern Health Board he held a number of senior management posts, including General Manager at Cork University Hospital Group.

Sean will be responsible for the delivery of value-adding ICT supports across the health service to facilitate greater integration and information to support service delivery. He will work to define policies and standards at national level and supporting implementing at local level.

## HSE Management Team (continued)



**Acting National Director of Human Resources**  
*John Magner*

John Magner has been appointed as acting National Director of Human Resource Director pending a permanent filling of the post.

John was the Deputy Chief Executive Officer from the South Eastern Health Board, and is on secondment to the HSE. He led the Human Resource Management team within the interim HSE. Previous appointments in the health sector include posts of hospital manager, personnel officer and programme Manager. He holds a BA (Health Administration) an MBA and Dip. Public Health.



**National Director of National Shared Services**  
*Laverne McGuinness*

Laverne McGuinness has been appointed as National Director of National Shared Services. Laverne will be responsible for delivering efficiencies and greater effectiveness in the administration of the health service through transforming processing activities in Finance, Procurement, ICT, Human Resources and the Primary Care Reimbursement Service (GMS). This will involve moving to five lead sites over time. These sites are Kilkenny, Manorhamilton, Swords, Finglas and Dr. Steevens' in Dublin.

Prior to her appointment to the HSE, Laverne was on secondment from her role as an Assistant CEO at the Northern Area Health Board to the iHSE Change Management Team, where she was responsible for co-ordinating the development and vision of the iHSE Shared Service model.

As an Assistant Chief Executive with the Northern Area Health Board Laverne was responsible for Acute Hospital services, Disability services, ICT and Service Planning. Laverne has been working in the Health Services for the last nine years with a previous portfolio as Director of Finance. An accountant by profession she is a Fellow of the Institute of Certified Public Accountants and holds an MSc in the Management and Application of Information Technology in Accounting.



**Acting National Director of Corporate Affairs**  
*Kilian McGrane*

Kilian McGrane has been appointed as Acting National Director of Corporate Affairs pending a permanent filling of the job.

Kilian was an Assistant Principal in the Department of Health and Children, and has been seconded to the interim Health Service Executive since January 2004. Kilian has worked with the executive chairman and the head of change management in planning and designing the change programme, and managing the business of the interim health service executive.

Kilian has worked in the Civil Service for the past 18 years, initially in the Department of Social and Family Affairs, before moving to the Department of Health and Children. A graduate in Business Management from the Irish Management Institute Kilian has worked in information and communication technology, human resource management and change management before his secondment to the interim health service executive.

## The HSE Management Team (continued)



### **National Director of Change Management & Organisational Development** *Ann Doherty*

Ann will be responsible for driving a strategic approach to managing change within the organisation including direct support from her team to local change management projects.

Ann has previously been Director of Strategy and Planning in the Southern Health Board and for the past nine months A/General Manager in Cork University Hospital. Having trained as a nurse in Cork, most of her clinical and senior healthcare management experience was gained in the Kings Healthcare NHS Trust, London. During her time in the UK Ann completed an MBA. On returning to Ireland in 1997, she took up the post of Director of Nursing in Mount Carmel Hospital, Cork.



### **Acting National Director of Strategic Planning & Development** *John Cregan*

John Cregan has been appointed as Acting National Director of Strategic Planning & Development pending a permanent filling of the job.

John was Deputy Chief Executive Officer of the Midland Health Board, before joining the Change Management Team of the interim Health Service Executive in early 2004. He led the Corporate Affairs team within the interim HSE.

John's career in the health service spans 30 years and he has worked in the Midland, Eastern, South Eastern and the Mid Western Health Boards. He has considerable experience across a broad range of areas including Industrial Relations, Finance, Audit, Hospital and General Management. John holds a B. Comm. and a Masters Degree in Public Administration, both from UCD.

John is responsible for Service Planning, Corporate Planning and Capital Planning. He will also be responsible for preparation of the rolling 5 year capital investment framework which will support the development of the national health estate. A major review of the management of the health infrastructure will be undertaken by his directorate.



### **Acting National Director of Communications** *Maureen Browne*

Maureen Browne was Director of Communications with the Eastern Regional Health Authority since its establishment in 2000. She previously worked for five years as Communications Director with the former Eastern Health Board. Before moving to the communications area, Maureen worked as a journalist for almost 30 years. She started her journalistic career with the Limerick Leader, was a senior reporter with the Irish Press Group of Newspapers, covered Irish affairs for a number of UK newspapers and was Editor of the Irish Medical Times. She was appointed by the Government to the Second Commission on the Status of Women and is a member of the Public Relations Institute of Ireland. Maureen is responsible for internal and external communications for the Health Service Executive.

## New €96m hospital development officially opened in Blanchardstown HSE—Northern Area

A new €96m development at the Connolly Hospital, Blanchardstown was officially opened by Mr. Brian Lenihan T.D., Minister of State at the Department of Health and Children.

The opening was attended by Mr. Kevin Kelly, Interim Chief Executive, HSE, Mr. Pat McLoughlin, Director of the National Hospitals Office, HSE, Mr. Michael Lyons, Chief Officer, HSE Eastern Region and Ms. Maureen Windle, Chief Officer, HSE Northern Area.

The Connolly Hospital has a staff of more than 1,000 people provide acute medical and surgical services to the ever-growing catchment area of Dublin North West, North Kildare and South County Meath.

Speaking at the opening Minister Lenihan said he was confident that the new facilities at the hospital would radically improve the quality of service and infrastructure for patients and staff both in the immediate future and in the years to come.

The development replaces older buildings on the site spread out over a large area with a modern facility, utilising a combination of new buildings integrated with substantially upgraded existing ones. The development delivers improved patient facilities and enhances services for people living in the catchment area.

The hospital development includes a new Accident and Emergency Department, Coronary Care and Cardiac Unit, Therapeutic Psychiatry of Old Age Unit, Theatre Suite, Surgical Block, Intensive Care Unit, Day Surgery Facilities and Acute Psychiatric Unit.

The new Accident and Emergency Department incorporates a six-bed Chest Pain Assessment Unit and Observation Area, a three bed Resuscitation Unit and a Minor Injuries Area in line

with recent trends in emergency medicine.

Other facilities include a plastering bay for orthopaedic injuries, eye injury room with specialist eye equipment, an ENT room, ultra sound facilities and a procedures room for suturing.

The Department also houses a Relatives Room.

Minister Lenihan paid tribute to the staff and management of the hospital who, he said, ensured that an excellent acute service continued to be provided during four years of building and construction.

The Minister also announced that “Connolly

Hospital, Blanchardstown” is the intended replacement name for James Connolly Memorial Hospital, Blanchardstown and it is also intended to name the new hospital wing the “Noel Browne Wing” after Dr. Noel Browne, Minister for Health (1948-1951) in recognition of his pioneering work to eradicate TB in Ireland in the 1950s.

Mr. Kevin Kelly, Interim Chief Executive of the Health Service Executive (HSE)

said that the new hospital was part of an overall plan to upgrade hospital and other health facilities throughout the country

A number of major facilities had come on stream recently. These included developments in Naas General Hospital, Our Lady’s Hospital, Crumlin, St. James’s Hospital, Dublin, the Mid West Regional Hospital in Limerick and a new Day Hospital for Wexford.



*Pictured at the opening of the Connolly Hospital development were Kevin Kelly, Interim Chief Executive, Health Service Executive, Minister for State at the Department of Health and Children, Brian Lenihan, TD and Maureen Windle, Chief Officer, Health Service Executive, Northern Area.*

## New €96m hospital development officially opened in Blanchardstown HSE—Northern Area

Staff were at present being recruited to commission facilities in a number of other hospitals, including Letterkenny, Cork and Galway, while work was underway to build what was virtually new hospitals or to expand existing facilities in a number of other areas.

Mr. Kelly said that one of the priorities of the HSE was to reduce waiting times in A & E and they were now working with the Tanaiste and Minister for Health & Children, Ms. Mary Harney, T.D. on a €70 million 10 point all systems plan to address this.

Professor Fergus Gleeson, Associate Professor, Gastroenterology, gave an informative and entertaining address celebrating the history of the hospital and the many staff who have worked there.



*Attending the official opening of Connolly Hospital development were Noel Mulvihill, Assistant Chief Executive, Health Service Executive, Northern Area, Maureen Windle, Chief Officer, Health Service Executive, Northern Area, Minister for State at the Department of Health and Children, Brian Lenihan, TD, Mary Walsh, Director of Nursing, Connolly Hospital and Michael Lyons, Chief Officer, Health Service Executive, Eastern Region.*

The hospital has a current complement of 379 beds, including 110 extended care beds, and a further 58 beds will be added when as it is fully commissioned over the next 12-18 months bringing the total number of beds to 437.

Activity at the hospital's new Accident and Emergency Department is expected to grow by as much as 20% this year resulting in an increase in the number of attendances at the Department from 30,000 to 36,000.

Ms. Maureen Windle, Chief Officer, Health Service Executive – Northern Area, said she was confident that the hospital was well positioned to meet future challenges, including requirements for new ways of working, and to continue to provide excellent service to its catchment area population in the years ahead.

The hospital is affiliated to the Royal College of Surgeons in Ireland (RCSI) as a teaching hospital and to Dublin City University (DCU) for Nurse Training in Registered General and Registered Psychiatric Nursing.

## Titles of Streamlined Agencies

The following are the new titles of the agencies streamlined to the HSE:

- **The General Medical Service (Payments) Board (GMS(P)B)** - Services are now delivered as part of the Shared Services Directorate. The services involved have been re-designated as the **Primary Care Re-imbursment Service, Shared Services Directorate, HSE.**
- **The Health Service Employers Agency (HSEA)** - Services are now delivered as part of the Human Resource Directorate. The services involved have been re-designated as the **Employers Representative Division, Human Resource Directorate, HSE.**
- **Comhairle na nOspidéal** - The existing Comhairle members have agreed to a request from the HSE to continue, on a non statutory basis, to provide expert advice to the HSE until December 2005.

The Services provided by Comhairle na nOspideal and the Hospital Bodies Administrative Bureau now form part of the National Hospitals Office. Any relevant correspondence should be directed to the **National Hospitals Office/Comhairle.**

- **The National Disease Surveillance Centre** - Services provided are now delivered as part of the Population Health Directorate. The services involved have been re-designated as the – **Health Protection Surveillance Centre, Population Health Directorate, HSE.**

## HSE WORKING ON €70 MILLION ALL SYSTEMS PACKAGE TO ALLEVIATE PRESSURES ON THE COUNTRY'S A & E DEPARTMENTS



The Tanaiste and Minister for Health & Children, Ms. Mary Harney, T.D., has approved a €70 million all systems package to alleviate pressures on hospital A & E Departments.

Some of the measures are aimed at minimising the need for people to go to Accident and Emergency. Others are designed to free up beds in hospital for people awaiting admission:

The HSE is working on these measures with the hospitals in order to ensure that the investment produces sustainable solutions. While we would all like to see immediate solutions it will take some time to address all the capacity and other issues involved. The HSE is working on these measures in a partnership arrangement with medical, nursing and other key staff.

Measures to be introduced include:

- An additional 300 acute hospital beds
- New Medical Assessment Units
- The provision of a second MRI at Beaumont Hospital
- The provision of acute medical units for non-surgical patients at Tallaght, St. Vincent's and Beaumont Hospitals.
- The development and expansion of minor injury units, chest pain clinics and respiratory clinics in hospitals to relieve pressure on Accident and Emergency departments.
- The transfer of 100 high dependency patients to suitable privatenursing home care. The scope for using greater numbers of private nursing home beds to alleviate pressure on acute hospitals is also being actively pursued
- Negotiation with the private sector to meet the needs of 500 people annually for intermediate care of up to six weeks. These are older people who are awaiting discharge to nursing home care or back to their own home with appropriate supports.
- Expanded home care packages to support 500 additional older people at home.
- Provision of more out of hours GP services in order to keep people's need to attend Accident and Emergency to a minimum.
- The further expansion of palliative care facilities.
- Measures to enhance direct access for GPs to diagnostic services

The HSE has invited tenders for the 500 intermediate care places for people who have finished the acute phase of their treatment but are not ready yet to return home or to go to a nursing home of their choice. Twenty five days must be allowed for the tender process and we expect to be in a position to have contracts with providers in early March.

Tenders have been issued for 100 High dependency care places.

We have approved 400 home care packages which will either allow people in acute hospitals to go home or help those already at home remain there.

We have approved an MRI scanner for Beaumont.

We have sought and received proposals from hospitals for the development of Minor Injury Clinics and Specialist Clinics and are discussing these with the hospitals.

We are in discussions with Beaumont Hospital, Tallaght Hospital and St. Vincent's University Hospital on the development of Acute Medical Assessment Units.

We have started discussions with some GPs on the extension of out of hours and weekend GP cover.

We have also started discussions with the private sector on how they might support the A & E service.

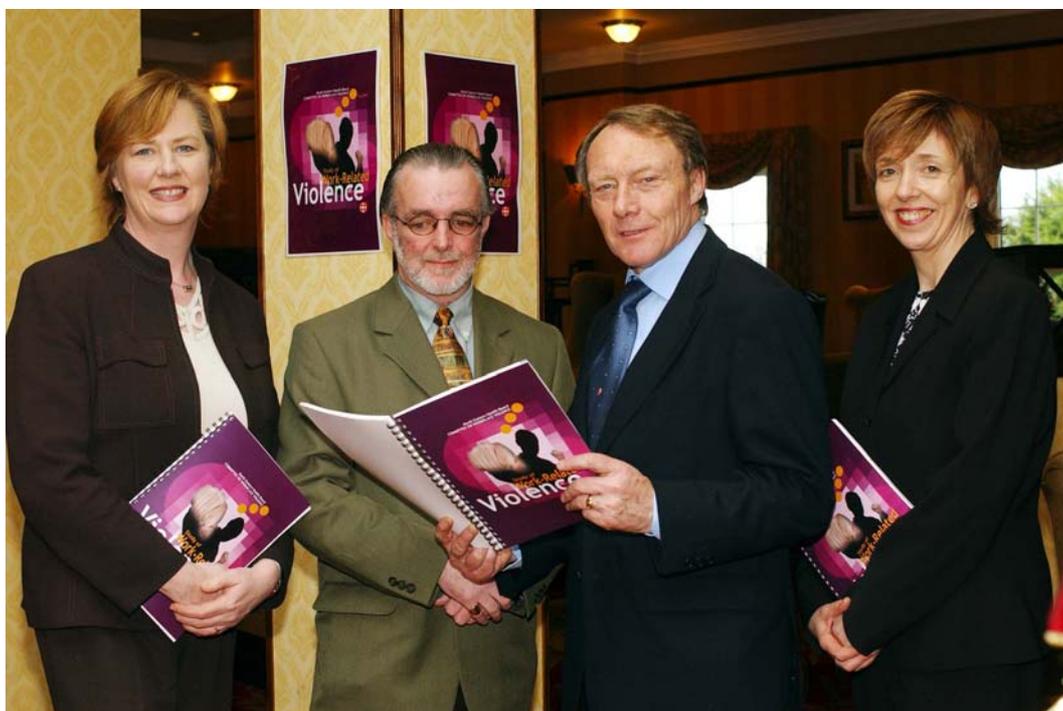
## Innovative new programme of training for healthcare staff in the Management of Aggression and Violence in the Workplace

An innovative new programme of training for healthcare staff in the management of aggression and violence has been launched as a collaborative effort between the HSE North Eastern Area and the Dundalk Institute of Technology. The programme, which will prepare healthcare staff as instructors who are competent to design and provide training in diverse clinical settings, was developed following extensive consultation with clinical, professional and regulatory bodies, at national and international levels.

The impetus for the development of the course came from concerns identified in research conducted by the HSE North Eastern Area with the support of the Department of Health and Chil-

dren. The report of the study “Study of Work Related Violence” which is the first large-scale investigation of work related violence within Irish healthcare was also launched today.

“For some years the HSE North Eastern Area has been to the forefront in improving the understanding of the many areas which constitute risk in Irish health and social care” said Mr. Paul Robinson, Chief Officer. In 2001 Mr. Robinson established a Committee on Workplace Violence to develop a comprehensive strategic plan for the management of work related violence within the Board’s services.



*Cornelia Stuart, Risk Manager HSE- North Eastern Area, Kevin McKenna, Project Officer, Paul Robinson, Chief Officer of the HSE - North Eastern Area and Margo Leddy, Regional Health and Safety Manager at the launch of Study of Work Related Violence held in the Hillgrove Hotel, Co. Monaghan.*