

# HSE HR Summit: Enhancing Healthcare Delivery through our People

Conference Brochure

Thursday 20<sup>th</sup> April 2023



Human  
Resources  
Leaders in People Services

Health Services  
People Strategy  
2018-2024  
LEADERS IN PEOPLE SERVICES

HSE

Clayton Liffey Valley Hotel  
Fonthill Road  
Dublin  
D22 X4W6

# Introduction

A message from Ms Anne Marie Hoey,  
National Director of HR, HSE

A welcome to all to the National HR Conference  
for HR colleagues.

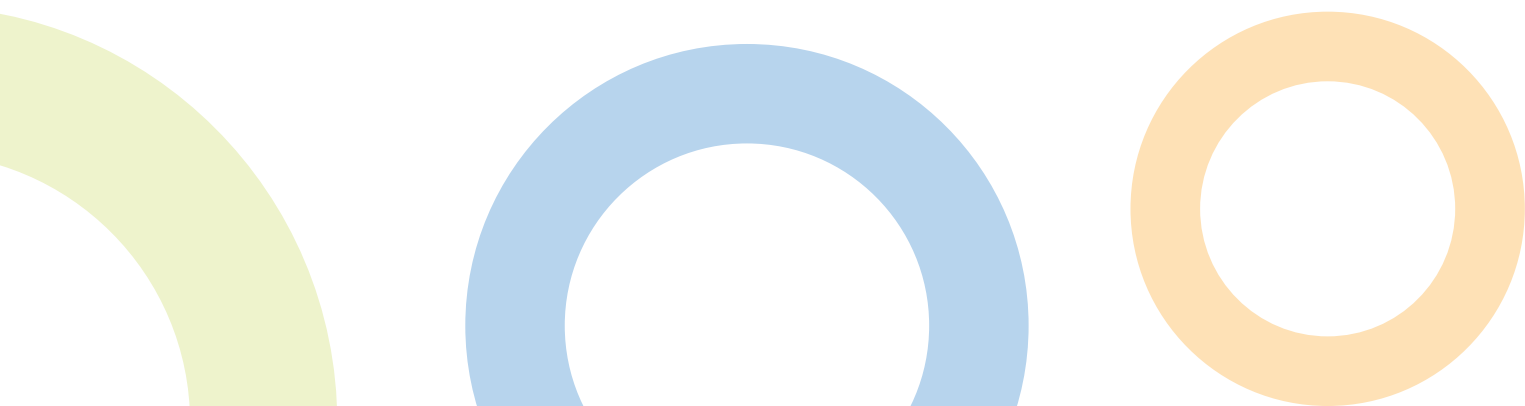
This conference celebrates the strong foundations  
that we in HR are working from and provides the  
opportunity to acknowledge and embrace the  
challenges that lie ahead.



Our workforce provides us with a wealth of talent and capability and we shall carry on supporting a compassionate, values driven and inclusive culture. In our most recent staff survey, staff reported that they feel a sense of personal fulfilment from their job and as HR professionals we will develop, support and retain our existing staff and engage with a newer generation of healthcare employees, placing an emphasis on staff wellbeing, recruitment and retention. The Sláintecare programme and the movement to the Regional Health Authorities brings not only new structures but a new focus on collaboration, integrated working, sharing of learnings and resources. The pandemic has left a legacy of new ways of working and are embracing these changes and the adoptions of new technologies.

Today's programme gives us the opportunity to reflect on our role in HR and on our shared purposes. The programme offers information on practical supports, overarching overviews of new directions in culture development, attraction and retention and of the RHA structure and I am pleased to welcome all our speakers who are presenting today.

We know our staff are our biggest asset, and we shall continue working with all staff in the health services to tap the commitment and skills that health service staff deliver so that we, as part of HR teams are instrumental in supporting the staff of the Health Service – working together to make the HSE an employer of choice.



# HSE HR Summit: Enhancing Healthcare Delivery through our People

## REGISTRATION & INTRODUCTION

Tea, coffee and pastry

8:30 am **Registration** (8:30-9:30)  
**HR Services Information Stands** (8:45-9:50)

10:00 am **Opening and Welcome**  
Ms Anne Marie Hoey, National Director of Human Resources, HSE

### MORNING SESSION (Strategic Planning of our Workforce)

**Moderator: Ms Sonia Shortt, Group HR Director, Dublin Midlands Hospital Group, HSE**

10:10 am **Introduction to RHAs**  
Ms Jo Shortt, Assistant National Director, Change Planning and Delivery (RHAs), HSE

10:25 am **Future Workplace Environment and HR role in the Reconfiguration of Services and Changes in Work Practices**  
Ms Caroline Beardall, Former Regional Chief People Officer, NHS England (Present: Partner, EY)

11:05 am **People Planning into and Beyond Transition to RHAs**  
Dr Philippa Ryan Withero, Assistant National Director, Strategic Workforce Planning & Intelligence, HSE  
Ms Liz Roche, Senior Workforce Planning Lead, Strategic Workforce Planning & Intelligence, HSE

11:25 am Tea & Coffee and snack

### MID MORNING SESSION (Building & Preparing our Future Workforce)

**Moderator: Ms Ann Curley, Head of HR, Community Healthcare Organisation Dublin North City & County, HSE**

11:55 am **Resourcing our Future**  
Ms Eithne Fox, Assistant National Director, Recruitment Reform & Resourcing, HSE

12:30 pm **Developing and Leading Positive Organisations: Insights From Positive Health Sciences**  
Prof. Ciaran O'Boyle, Centre for Positive Health Sciences, RCSI

1:00 pm **Message from the CEO**  
Mr Bernard Gloster, Chief Executive Officer, HSE

1:10 pm **(A) Breakout session - Chairperson - Mr Enda Maloney**  
***Building a Psychosocial Safety Climate (PSC)***  
Ms Nodlaig Carroll, Organisational Health Lead, Workplace Health & Wellbeing, HSE  
Mr Morgan Lucey, National Lead, Employee Assistance Programme, Workplace Health & Wellbeing, HSE

1:10 pm **(B) Breakout session - Chairperson - Ms Janice Benson**  
***Probation, Policies and Formal Processes; How to Deal with Difficult Situations***  
Ms Norah Mason, Assistant National Director, National Employee Relations, HSE  
Mr Graham Finlay, National Employee Relations, HSE

1:10 pm **(C) Breakout session - Chairperson - Ms Margaret Sorohan**  
***Shaping your Organisational Culture***  
Ms Vera Kelly, Organisation Development Consultant and Coach, National Organisation, Design and Development, HSE

1:40 pm Networking Lunch

### AFTERNOON SESSION (Enabling Change through Innovation and Mind-set)

**Moderator: Mr John Delamere, Assistant National Director, National Employee Relations, HSE**

2:40 pm **Future Developments in ICT Impacting HR**  
Mr Thomas Laffan, Delivery Director, ICT, HSE

3:05 pm **Robotics as an Enabler for HR**  
Mr Kevin Kelly, General Manager, ICT, HSE

3:45 pm **Developing Growth Mindset to Impact Organisation Performance**  
Mr Simon Haigh, Managing Director, GCM Growth Group

4:20 pm **SUMMARY AND FAREWELL**

# Biographies

## Ms Anne Marie Hoey

National Director, Human Resources, HSE



Anne Marie Hoey is the National Director of Human Resources for the HSE since 2019. She has over 30 years' experience in the Irish health service, holding a number of senior management roles, across acute hospitals, community services and PCRS. She has led on a number of strategic improvement programmes for HR in the HSE as National Director since 2019. She holds a BSc in management in addition to a Master's Degree in Health Service Management from Trinity College and is a Chartered Fellow of CIPD.

## Mr Bernard Gloster

Chief Executive Officer, HSE



Bernard Gloster took up the post of Chief Executive Officer of the HSE in March 2023. He has worked in health and social services for over 34 years, and rejoined the HSE from the state Child and Family Agency Tusla where he served as Chief Executive Officer from September 2019. Prior to that he held several senior management positions within the HSE including Chief Officer of HSE Mid West Community Healthcare, and he worked in and managed in both community and acute hospital operations. He is a social care worker by profession, holds an MBA from Oxford Brookes University and an MSc in Management Practice from UCC.

## Ms Jo Shortt

Assistant National Director,  
Change Planning and Delivery (RHAs), HSE



Jo took up post as RHA Programme Management Team lead in November 2022 in supporting the roll out of Regional Health Areas as a key Sláintecare objective. She has more than 20 years' experience in health service management, project management and change management roles both in the UK and Irish acute healthcare systems. Most recently working as Programme Management Office Lead across the Saolta University Healthcare Group, she was responsible for bringing a programmatic approach across a wide range of programmes, developments and individual projects working between acute hospitals and community services and other key stakeholders. Commencing her career in nursing, she holds a Master's degree in Leadership, as well as qualifications in Management Studies, Project Management and Quality Improvement.

Jo is passionate about integrated healthcare and change management and feels that the RHA programme brings both of these aspects together in empowering our staff in delivering improved services for patients.

# Biographies

## Ms Caroline Beardall

Former Regional Chief People Officer, NHS England  
Present: Partner, EY



A highly successful and effective leader from a professional UK healthcare HR and organisational development background, now Partner in a 'Big 4' professional services firm. Caroline's last NHS role was Regional Director of People & Senior Leadership in the Southeast. Being responsible for 250,000 staff, ensuring they deliver the best healthcare in the world as an exceptional employer to a 9 million population, across a federated system of employers and system leaders. Previously HR Director, locally and nationally and nurse.

Caroline has had many successes during her long career in the NHS, including leading on workforce delivery response to COVID-19, covering all aspects of supply, support, and sustainability. Designing and leading for the National Health and Care Reserve (2020/21), reimagining the way the NHS plans and delivers workforce supply, for pandemic surges and for the future pressures. She is also a Henley Business School trained ICF Accredited Executive Coach.

## Dr Philippa Ryan Withero

Assistant National Director,  
Strategic Workforce Planning & Intelligence, HSE



Philippa heads up the Strategic Workforce Planning and Intelligence Unit in HSE National HR. Since taking up this role, she has brought together the Workforce Analytics Unit, Integrated Workforce Planning Unit and further developed a HR Integration Programmes Function to create an overarching strategic workforce planning and intelligence unit.

Philippa has almost 30 years of experience in the Health Services, having started her career in nursing, but has worked in a variety of roles that span across nursing and midwifery, human resources, operational, educational and policy, working nationally and internationally on key workforce projects. She has led out on the development and implementation of multiple workforce planning projects including the first National Safe Nurse Staffing Framework, underpinned by the a national programme of safe nurse staffing research, in her role as Deputy Chief Nursing Officer with the Department of Health. More recently, she and her team in the HSE have led on the first collaborative project with the ESRI, to project workforce demand across Acute Hospitals. She continues to work with the ESRI to further develop this work to project workforce demand for community services nationally.

## Ms Liz Roche

Senior Strategic Workforce Planning Lead  
Strategic Workforce Planning & Intelligence, HSE



Liz's role is to support the establishment of structures and processes to enable the implementation of national workforce planning policy. Prior to this role Liz has held a variety of nursing and management roles within the Office of the Nursing and Midwifery Services Director and in the NHS in London. Liz is a registered general and mental health nurse. She holds a degree in Health Services Management, and has masters' degrees in Mental Health from Kings College London and in HR Strategies from DCU. She also has a PG dip. in Advancing Healthcare Practice from the Open University.

# Biographies

## Ms Eithne Fox

Assistant National Director of HR,  
Recruitment Reform and Resourcing, HSE



Eithne Fox is the Assistant National Director of HR – Recruitment Reform and Resourcing. Eithne moved into this new strategic role last summer to develop and implement a Resourcing Strategy to meet the current and future workforce needs of the Health Services. Eithne joined the Public Health Services in 2000 after 10 years working in Senior HR roles in the private sector in multinational organisations. Since joining the Public Service Eithne has worked predominantly in Recruitment at a National level with the latter years spent leading out on the development of HR Shared Services.

## Professor Ciaran O'Boyle

Director, Centre for Positive Health Sciences, RCSI



Dr. Ciarán O'Boyle is a Professor of Psychology at the RCSI with over 35 years' experience as an educator, researcher and trainer. He is currently Director of the RCSI Centre for Positive Health Sciences which he founded in 2019. He established the first Department of Psychology in an Irish Medical School in 1987 and led the team that established the RCSI's Institute of Leadership in 2005, which he directed for 15 years. He established RCSI Dubai in 2007 and led it until 2019. A psychologist and pharmacologist, he lectures extensively in Ireland and internationally and has published widely in the scientific literature and in the media. He has extensive experience as a consultant psychologist for a range of national and international public and private sector organisations in the military, aviation, financial services, education, government and healthcare sectors.

## Ms Nodlaig Carroll

Organisational Health Lead, Workplace Health & Wellbeing, HSE



As Organisational Health Lead, Nodlaig is an experienced, innovative, values-driven healthcare leader. With over 24+ years' experience in the area of workplace health and wellbeing and organisational psychology, she joined the HSE Workplace Health and Wellbeing Unit Executive Team in 2018 providing advice, guidance and support on all aspects of psychosocial risk management and workplace wellbeing across a large, complex, disperse organisation.

With an honours degree in Occupational Health and Safety, she has an MSc (hons) in Occupational Health Psychology from Nottingham University, and in 2020 won a scholarship from Cork University Business School (CUBS) University College Cork Ireland to undertake an employment based PhD researching psychosocial work environments including the Psychosocial Safety Climate (PSC) in the Irish healthcare sector post covid-19 pandemic. She is a member of the European Academy of Occupational Health Psychology and various steering groups and research advisory groups in both Ireland and EU.

# Biographies

## Mr Morgan Lucey

National Lead, Employee Assistance Programme, HSE



Morgan has over 20 years experience in front line and staff support roles in health and social care organisations. He is the Head of Service for the HSE Employee Assistance Programme (EAP), which has the remit to provide individual and group EAP support services to all staff and sections of the HSE. As a strong advocate for employee wellbeing services and positive mental health in the workplace he regularly advises and collaborates with other public sector Health & Wellbeing and EAP departments. Morgan is a psychotherapist and retains a clinical practice within the HSE EAP counselling service.

## Ms Norah Mason

Assistant National Director,  
National Employee Relations, HSE



Norah Mason has been Assistant National Director of HR, Employee Relations, HSE since January 2007. She currently leads four teams: Advisory Services, National Investigations Unit, National HR Employee Helpdesk and Mediation Services. She is a Fellow of the Chartered Institute of Personnel and Development and holds a Masters degree in Employment Law.

## Mr Graham Finlay

National Employee Relations, HSE



Graham works for the HSE in National Employee Relations and has over 20 years experience in Public Sector Health Human Resources in a number of roles. Graham also has HR experience of a number of industries in the private sector, including major change projects. He attained CIPD Fellow status and holds degrees in Human Resources ( BA & MA) as well as post graduate Diplomas in Public Sector Management, Employment Law and Applied Employment Law.

## Ms Veronica (Vera) Kelly

Organisation Design and Development Consultant, HSE



Veronica (Vera) initially qualified as a Medical Scientist and spent 10 years working in the profession in Ireland and overseas as a practitioner and department manager.

As an Organisation Development Consultant and Coach she has wide experience across the whole Health system working with Clinicians and Managers at all levels in Acute Hospital Services, Primary Care Services, and Mental Health, Disability and Older People Services. She has consulted to and coached senior staff through large scale change projects involving complex organisational transitions.

Over the years she has held a number of national lead roles and currently leads the National Engagement and Culture Team within HR Capability and Culture.

# Biographies

## Mr Thomas Laffan

ICT Corporate Delivery Director, HSE



Tom Laffan is the ICT Corporate Delivery Director in the HSE and a very experienced IT professional with extensive experience delivering technology driven change programmes. After qualifying with a degree in Applied Computing from Waterford Institute of Technology he started his ICT career in the UK working for a US based software company. From there he gained his first real experience of working with many different customers across a range of industries in an ever evolving and demanding ICT industry. He then moved on to spend the next number of years working in large public and private sector organisations across different countries where he helped transform their businesses through the use of digital technologies. Having joined the Health Service in 2001, he relocated to Cork and since then he has lead out on many different national ICT projects and programmes of work. He now leads the eHealth Corporate Delivery Team which provides the eHealth engagement and delivery function across HSE Corporate Services.

## Mr Kevin Kelly

General Manager

RPA Centre of Excellence & Business Services CRM, HSE



Kevin Kelly has over 30 years of experience working in technology, the first half of which was spent in the private sector for SME and multinational companies before joining the HSE in 2004. After serving in various HSE ICT roles, he moved to Health Business Services in 2015 as Digital Innovation Lead. Following successful pilots of Robotic Process Automation (RPA) in 2019, he established and has led the RPA Centre of Excellence since 2020. He currently heads up the Digital Workflows & Automation team within eHealth and Disruptive Technologies.

## Mr Simon Haigh

Managing Director, GCM Growth Group



A highly acclaimed (over 100+ testimonials) business, leadership, brand & personal growth strategist & transformational thought leader.

He is a globally acknowledged expert in negotiation & deal-making, a certified leadership, executive & life coach, mentor, consultant, advisor, CPD Accredited trainer, facilitator, certified mediator, adjunct lecturer, keynote speaker, media host, board/business advisor, lawyer & 5 star Amazon author.

Simon is also a tri-qualified former corporate lawyer, investor/entrepreneur - having built & sold out of technology, luxury items & travel companies, including Haigh & Hastings watches. He has also been a C-suite multinational executive (NANA Development Corporation, Dell EMC, BHP, Xilinx Inc., Eneabba Gas) across four continents over 29 years. Simon has also been a non-executive director for numerous organisations around the world (business, homeless, education & media not-for-profits), is currently advisor to three companies in Ireland & the US - STEERus, TrainedIn and ENSO Initiatives.

He is also co-founder and partner of Inclusion in Leadership & Business Eye Advisory, Collaborative trainer for Inclusio.io, and is a Member of ChairX.



# Meet our Moderators & Chairpersons



**Moderator**  
**Ms Sonia Shortt**  
Group HR Director, Dublin  
Midlands Hospital Group, HSE



**Moderator**  
**Ms Ann Curley**  
Head of HR, Community  
Healthcare Organisation Dublin  
North City & County, HSE



**Moderator**  
**Mr John Delamere**  
Assistant National Director,  
National Employee Relations,  
HSE



**Chairperson**  
**Mr Enda Maloney**  
Group HR Director, Saolta  
Hospital Group, HSE



**Chairperson**  
**Ms Janice Benson**  
HR Manager, National  
Screening Service, HSE



**Chairperson**  
**Ms Margaret Sorohan**  
National Human Resources  
Lead, Mental Health, HSE

# HR Conference Stands

There are a number of interesting information stands located at the back of the main conference room which can be visited throughout the day.

Please feel free to drop by any of the stands for more information on a topic.

National integrated Staff Records and Pay Programme (NiSRP)

National Employee Relations – Mediation Service

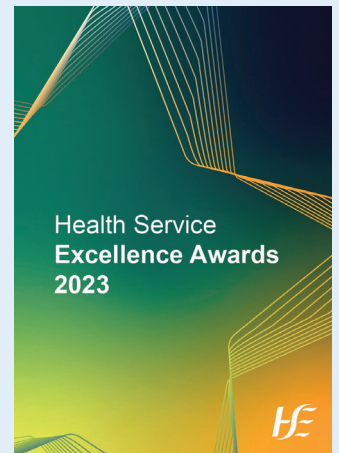
Corporate Compliance & Resource Optimisation – National Overpayments Team

Capability & Culture – LLTM

Workplace Health and Wellbeing Unit

National HR – Performance Achievement

National HR – Excellence Awards



**Performance Achievement**

# Venue Information



Clayton Hotel Liffey Valley is situated on the M50/N4 intersection at Liffey Valley, and is easily accessible by bus, car, rail and from Dublin Airport. The venue is a short walk from multiple bus stops. Information on bus routes to Liffey Valley are available via this link: [Dublin Bus Timetables](#)

Complimentary parking is available at the hotel on a first-come, first-served basis; with that in mind, we recommend that attendees share transportation if possible. In the event additional parking is required, paid parking at Liffey Valley Shopping Centre is a 5-minute walk away.

The conference reception and main room Pegasus is on the first floor of the hotel.

**Address:**

Clayton Liffey Valley Hotel  
Fonthill Road  
Dublin  
D22 X4W6

# Thank You

On behalf of the HR Conference Steering Committee we would like to say a special thanks to all of the organisers, speakers and HR colleagues that have been involved in this HR conference.