

# Technology & Transformation NEWSLETTER

A monthly newsletter brought to you by the Technology and Transformation Communications Team.  
If you wish to contribute please contact us at: [Communications.TechnologyAndTransformation@hse.ie](mailto:Communications.TechnologyAndTransformation@hse.ie)

## Sláintecare Transformation and Innovation Office



By **Linda Mitchell**,  
Project and Business Support, STIO.

The Sláintecare Transformation and Innovation Office (STIO) has recently joined the Technology and Transformation team, bringing its expertise in healthcare reform, innovation, and governance. Working closely with the Department of Health, STIO drives key initiatives while fostering collaboration and accountability. This article introduces our team, outlines our core programmes, and highlights our recent participation in a Department of Health town hall event.

**Our Mission/Purpose:**

The Sláintecare Transformation and Innovation Office (STIO) is dedicated to supporting, facilitating, overseeing, and

reporting on the successful delivery of the Sláintecare reform programmes from a HSE perspective. We work in tandem with the Sláintecare Program Management Office (SPMO) in the Department of Health (DoH), HSE deliverable lead owners and Pobal to ensure the efficient implementation and robust governance of these initiatives.

In addition, we manage the Transformation and Innovation function under the governance of the Chief Technology and Transformation Officer (CTTO) driving forward change and innovation across the healthcare system.

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# Sláintecare Transformation and Innovation Office

## Main programmes of work:

### Sláintecare:

The Sláintecare Universal Healthcare Strategy and Action Plan 2024+ outlines three implementation phases: Initiation, led by the Sláintecare Programme Implementation Office (SPIO) under the 2018 Action Plan; Foundational, transitioning to the Sláintecare Programme Board (SPB) supported by the Sláintecare Programme Management Office (SPMO) for the 2021-2023 plan; and Delivery, which focuses on the 2024-2027 Strategic Framework. Since late 2021, the SPB has governed Sláintecare, with implementation responsibilities shifting from the SPIO to individual Department of Health Management and Health Service Executive Board Members.



*Photographed above L-R: Jim McGrane, Design and Project Lead; Marguerite Sinnott, Project and Finance Manager; Sinead Dooner, Business Manager; Linda Mitchell, Project and Business Support; Fergal Collins, Administration Support; and Des O'Toole, Design and Clinical Manager;*

projects. SIIF Round 1, which is now complete, mainstreamed 106 projects

goal is to establish a ground-breaking Innovation Hub that aligns with and supports the broader vision and strategic objectives of the HSE. This hub will promote collaboration, drive advanced research, and accelerate the integration of transformative technologies. By harnessing Ireland's world-class expertise and resources, we aim to build a dynamic ecosystem where healthcare professionals, researchers, and entrepreneurs can work together to develop innovative solutions that enhance patient care, improve outcomes, boost system efficiency, and cultivate a culture of continuous improvement. The function will define clear, measurable objectives and drive innovation to achieve improvements in high-priority areas, which includes reducing waiting lists and emergency department (ED) wait times, increasing patient involvement and satisfaction, addressing the needs of an ageing population, promoting prevention, healthy living, self-care, and self-management. By fostering an innovation-driven culture and adopting new technologies, we aim to deliver effective and safe solutions to these critical issues. Ultimately, our aim is to position Ireland as a global leader in healthcare innovation.



The Sláintecare Transformation and Innovation Office collaborates closely with the Department of Health to ensure effective delivery and support for the reform agenda.

### Sláintecare Integrated Innovation Fund (SIIF):

The aim of the Sláintecare Integrated Innovation Fund is to test and evaluate innovative models of care, leveraging technology where possible and providing a 'proof of concept' with a view to mainstreaming/scaling of successful projects through the annual budget estimates process. The HSE via the STIO along with the Department of Health (SPMO) and Pobal are the co-ordination group responsible for the roll out of these

out of a total of 123 projects. SIIF Round 2 commenced in January 2023 for a 2 year period. There are currently 11 projects receiving funding and may seek to apply for mainstreaming/scaling in 2025. SIIF Round 3 commenced in January 2024 for a 2-year period with 9 projects approved by the Minister, of which 5 are currently operational. Round 4 is due to commence in 2025. The projects for this round will focus mainly on leveraging technology to improve patient outcomes (automation and AI).

### Future Programmes of Work

#### Innovation Hub:

In 2025, we will launch a dedicated HSE Innovation Management Function under the governance of the CTTO. Our

### The new HSE Transformation Committee

The Transformation Committee is tasked with overseeing the development and monitoring of the HSE Corporate Plan, Transformation Priorities and National Strategies.

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# Sláintecare Transformation and Innovation Office

There is a significant number of change programmes underway currently across the health service, with complex interdependences that need to be overseen at an executive level to ensure that the intended benefits are delivered within the required timeframe. Ultimately the measure of success over 3 to 5 years is improving outcomes for the patient and public through targeted and focused programmes. The HSE has adopted a prioritisation framework to enable these programmes to be prioritised effectively and ensure that they are aligned with the five commitments set out in the corporate plan: healthy communities, right care, right place, right time, and strong foundations.

programme leads or SROs. An annual review meeting at the end of Q3 will evaluate the overall performance of the transformation priorities, influencing the subsequent year's service plan.

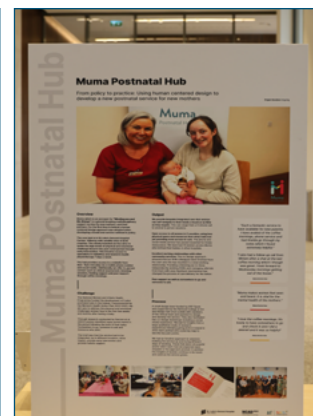
## Meet our team:

Photograph on the front page was taken at the recent Town Hall at the Department of Health alongside our CTTO, Damien McCallion from L-R: Des O'Toole, Design and Clinical Manager; Linda Mitchell, Project and Business Support; Damien McCallion, CTTO and Deputy CEO; Fergal Collins, Administration Support; Louise O'Hare, Assistant National Director, STIO; Marguerite Sinnott, Project and Finance Manager; and Sinead Dooner, Business



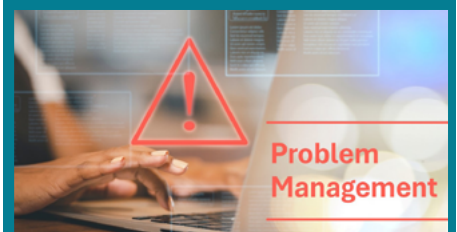
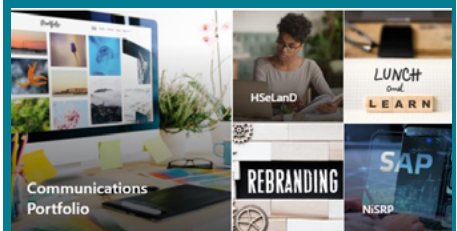
The governance of transformation programs will be led by the CEO, with the Deputy CEO overseeing initiatives and ensuring accountability. Each program will have designated Senior Responsible Owners (SROs) for integrated management, supported by the Sláintecare Transformation and Innovation Office (STIO) to assess resources and outcomes. Bi-monthly reports will keep the Senior Leadership Team informed. Committee meetings will focus on individual transformation priority programs, allowing for detailed presentations by

Manager. Missing from the photograph are Orla Bannon, Project and Business Manager and Nora Heavey, Administration and Business Support.



## Your one-stop-shop for Technology and Transformation

Discover a wealth of resources designed to support you in your role. Our eHub is your one-stop destination for everything you need—right at your fingertips. Simply click on any of the icons below to access key areas, explore valuable tools, and uncover helpful information.



# Colleagues Recognised for National Award in AI and Technology

## PMI National Project Award for AI and Technology Project of the Year



We are proud to announce that Kevin Kelly's team has won the Ireland Chapter of PMI National Project Award for AI and Technology Project of the Year. This prestigious recognition was awarded for the Waiting List Automation Project, a collaboration between the AI and Automation CoE and Galway University Hospitals.

Key contributors to this achievement include Kevin Kelly, Head of AI and Automation CoE, Ciara Wynne, Project Manager, and Rishika Shetty, RPA

Developer, along with the dedicated team at Galway University Hospital.

This award demonstrates the impact of leveraging AI and automation to address healthcare challenges and highlights the exceptional project management expertise within our division.

Photographed above Left to Right:

Peter Glynn, President of the Ireland Chapter of PMI, Kevin Kelly Head of AI and Automation CoE, Rishika Shetty RPA Developer and Kieran Barbalich, Partner at PwC (missing from the picture Ciara Wynne)

## Unlock Your Potential:

### Winter-Spring Training Prospectus Now Available

We are delighted to announce the launch of our Winter-Spring Training Prospectus, packed with dynamic programs designed to enhance your skills, foster innovation, and support your professional development.

This season, we are introducing new programs such as In Design Thinking and Creative Problem Solving.

[Design Thinking:](#) Learn human-centred approaches to ideation and innovation.

[Creative Problem Solving:](#) Cultivate out-of-the-box thinking and practical solution-building strategies.

Participation is a valuable way to contribute to our shared success while advancing your individual career goals.

If you have questions or need help identifying the right programs for you, please reach out to our [Training and Development team](#).

Let's embrace this opportunity to learn, innovate, and grow together.

Click the image on the right to explore our January–August 2025 Prospectus.



From all of us in Mobile Telephony, we would like to wish you and your families a very happy and peaceful Christmas.

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## Celebrating Success

### SCS-CMS Programme Team Wins Big at Irish Healthcare Awards 2024



Photographed above LtoR: Zubaid Wilson, InterSystems, Pauline Fitzgerald, Programme Manager SCS-CMS, Gayle Reilly, Senior Programme Manager, SCS-CMS and John Kelly, InterSystems.

We are thrilled to announce that our SCS-CMS Programme Team, led by Pauline Fitzgerald, has achieved outstanding recognition at the Irish Healthcare Awards 2024.

In collaboration with the National Rehabilitation Hospital and the National Forensic Mental Health Services, the team secured wins in two prestigious categories: **Excellence in Healthcare Management and Hospital Project of the Year.**

This achievement underscores the team's commitment to driving healthcare innovation through digital transformation, delivering improved patient outcomes, and enhancing clinician support.

Congratulations to everyone involved in this remarkable accomplishment.

## Advancing ePrescribing and Cross-Border Health Services

### Highlights from the Brussels Event



By Theresa Barry

Clinical Terminology Architecture Lead, Standards & Shared Care Records (SSCR).

From October 1st to 3rd, 2024, healthcare innovators convened in Brussels for a pivotal three-day meeting centered around advancing ePrescribing (eP) and cross-border health services under the MyHealth@EU initiative. With participation from 12-14 EU Member States, the event served as a collaborative platform for addressing evolving challenges and refining health data interoperability.

#### Key Discussions and Insights

##### ePrescribing Innovations and KPI Growth:

The eP Cluster explored ways to enhance the efficiency of eP services, emphasising the importance of structured data models, such as ISO IDMP standards, to harmonise medicinal product coding across Member States. The transition to HL7-FHIR for technical representation and the growing use of cross-border eP services were also focal points.

##### UNICOM and Structured Data Integration:

A notable presentation highlighted UNICOM's success in coding European medicinal products to align with ISO IDMP, enabling seamless

cross-border data exchange. However, concerns arose about the absence of a follow-up project, vital for sustaining momentum in structured data harmonisation.

##### Member State Collaboration and Best Practices:

Latvia and Lithuania shared valuable lessons from their production testing phases, underscoring the importance of developer collaboration, mandatory testing compliance, and rigorous environment checks to ensure readiness for eP implementation.

##### HL7-FHIR Proof of CONCEPT:

Technical discussions revealed progress in adapting HL7-FHIR for future services like medical imaging and discharge reports. The adoption promises enhanced data clarity and interoperability but requires consensus on technical workflows.

##### Improving Communication Strategies:

The eHMSEG Communication Task Force emphasised the need for unified

communication strategies to raise awareness about eP and patient summary services, enhancing public engagement and service utilisation.

##### Semantic Transformation and Future Roadmaps:

Theresa Barry engaged with the Semantic Task Force and Architecture Working Groups to delve into semantic asset evolution, supporting Member States in adopting advanced interoperability frameworks. Highlights included updates on HL7 implementation guides for laboratory results and the MVC 8.0.1 release, designed to streamline cross-border data exchanges.

##### Closing Thoughts:

The Brussels event exemplified the collaborative spirit driving health data innovation across the EU. By addressing technical challenges, sharing national insights, and focusing on patient-centric solutions, stakeholders are paving the way for a more connected and efficient healthcare system.

With projects like UNICOM, the shift to HL7-FHIR, and enhanced communication efforts, the future of ePrescribing and cross-border health services holds promise for both healthcare professionals and patients alike.



# DIGITAL FOR CARE 2030

## Look Back on 2024

By Elaine McLoone,  
Digital for Care Programme Team.



As we close out 2024, we reflect on key achievements under Digital for Care 2030. Since the publication of the Department's Digital Health Framework and HSE's Digital Health Roadmap, there has been significant progress in advancing digital healthcare initiatives across Ireland.

### Highlights from 2024

#### May - August

- Virtual Wards launched at St. Vincent's University Hospital and University Hospital Limerick with positive coverage and feedback.
- Testing was completed for the HSE app pilot at Cork University Maternity Hospital and the first phase is due to go live by year end.
- MedLIS (National Laboratory Information System) went live at Beaumont Hospital.

#### September

- Results from the HIQA Public Digital Survey provided valuable insights into public expectations and the appetite there is to embrace digital health transformation.
- The Integrated Care Conference showcased progress in digital integration in our health services and the strides being made now and into the near future.

#### October

- Cybersecurity Awareness Month focused on critical staff training and messaging.
- Neal Mullen joined as HSE's Chief Information Security Officer (CISO).
- The Public Service Transformation week highlighted ongoing digital projects nationwide.

#### November

- The Digital for Care Oversight Group held its first meeting.
- Online Awareness sessions were held for the National Electronic Health Records

(EHR) Programme hosting to more than 700 attendees, providing updates on the EHR Business case, progress to date and next steps.

- The HSE and HealthTech Ireland signed a Memorandum of Understanding (MoU) and will continue to explore together innovative solutions for improving patient outcomes and healthcare efficiency.

### Looking Ahead to 2025

Working closely with the regional structures we will ensure alignment of all programmes and projects nationally.

Key programmes planned for 2025 include:

- Digitising Patient Records: Expanding the HSE app, Shared Care Record, and National EHR.
- Enhanced Clinical Systems: Progressing national laboratory, imaging, and clinical systems.
- Virtual Care Models: Scaling remote and virtual healthcare solutions.
- Modern Tools: Introducing updated workspace and productivity tools.
- Resource Management: Advancing SAP IFMS and HR systems.
- Infrastructure Upgrades: Expanding Wi-Fi coverage across healthcare facilities.
- Innovation and AI: Leveraging automation and open innovation opportunities.
- Cybersecurity: Strengthening resilience against evolving threats.

A key focus will be on the development of staff capabilities, supported by the launch of the Digital Health Passport in 2025 & a Digital Health Leadership Programme.. These initiatives aim to enhance digital skills across all healthcare functions.

For more information, visit [Digital for Care 2030](#) or contact the Programme Team at [digitalforcare@hse.ie](mailto:digitalforcare@hse.ie).

## LUNCH AND LEARN SERIES

The latest list of lunch and learn sessions are listed below.

All sessions take place on Fridays at 12.30 unless otherwise stated.

**Please Note:** We have one session scheduled on Thursday 9th January with Fran Thompson in relation to the Patient App.

These sessions have been hugely beneficial for us to learn about the work going on in teams across Technology and Transformation.

### Coming up soon:

#### Thursday 9th January 2025:

##### **Patient App**

with Fran Thompson, HSE CIO.

#### 24th January, 2025:

##### **The Year Ahead**

with Michael Redmond, HSE COO.

#### 7th February, 2025:

##### **Cyber Risk**

with Neal Mullen, HSE CISO.

#### 21st February, 2025:

##### **Communication Innovations for Technology and Transformation**

with T&T Communications Team.

If you missed some of the previous sessions, they are available on the Discovery Zone on HSeLand and on our eHub.

[You can view the Resources Page on our eHub here.](#)

[View this handy guide on how to find the Discovery Zone on HSeLand.](#)

### Learning in Action:

#### Lunch and Learn Success in 2024

Our Lunch and Learn sessions this year have been a tremendous success.

**21** webinars delivered engaging and informative content.

**4,220** attendees joined us to explore a variety of topics and gain valuable insights.

**630** minutes of learning packed with knowledge and inspiration.

Thank you to everyone who participated, shared their expertise, and made these sessions such a well-attended and impactful part of 2024.

*Here's to continuing the learning journey together.*



# Modernising National Track and Trace

## Ensuring Resilience, Efficiency, and Patient Safety.

By the Clinical Applications Team, Acute Delivery.



Photographed above LtoR: Shane Corbett (Athera Healthcare), Caoimhe McMahon (Tech Liaison Lead, Clinical Applications), Deirdre Hoban (CNM2 CSSD, UHW), Mick Moynihan (SSN CSSD, UHW), Ruth O’Gorman (CNM3 Decontamination Lead, UHW), Barry White (Project Manager, Clinical Applications) and Aileen Concannon (Senior Project Manager, Clinical Applications). Missing from the photograph: Lesley Foley, Programme Manager, Clinical Applications and Ronan O’Keeffe, Senior Project Officer, Clinical Applications.

Decontamination Services such as CSSD (Central Sterile Services Department) and EDU (Endoscope Decontamination Unit) are vital to the operation of any hospital. The National Track and Trace application provides for comprehensive traceability and an electronic record of reprocessed reusable clinical devices (RIMD), endoscopes and accessories used on patients across 46 acute hospitals nationally.

A requirement to migrate the National Track and Trace application to modern infrastructure ensuring long term resilience was identified and, as part of this migration, an application upgrade was also planned.

A new high-availability SQL 2022 server environment was provisioned to support the application upgrade and conversion of relevant databases from Sybase, a legacy type of database system, to a managed SQL setting with HSE National Database Services.

Work on this three-phase migration commenced in February 2024, with the first phase upgrade of the application’s Citrix layer successfully completed in May 2024.

The second phase upgrade of the data layer commenced in late summer, with a pilot site in University Hospital Waterford (UHW) identified and confirmed in July.

After initial engagement and site assessment, followed by extensive user and data acceptance testing by the UHW local project team with Technology and Transformation’s Clinical Application team, the UHW site successfully went live on November 6th on the latest version of Track and Trace in the new high availability environment and with no impact on patient care.

The valuable learnings from this UHW pilot will be used to support the continued rollout of phase two upgrades across the remaining 45 acute sites.

The Clinical Applications team are especially grateful to our colleagues across Technology and Transformation who have

dedicated valuable time and resources to ensure the success of this upgrade, along with the support and guidance from the application vendor, Athera Healthcare.

Finally, special thanks to the UHW team whose unwavering support and hard work during this implementation, while still managing their day-to-day responsibilities, led to the successful delivery of this pilot.

The following benefits arising from this upgrade will impact positively on patient care:

- **Service Continuity:** In the new high-availability environment, a three cluster/two node environment will ensure that sites experience minimal interruption for users and minimal impact on patient care.
- **Infrastructure Risk Mitigation:** This upgrade substantially reduces the technology and security risks associated with the old infrastructure.
- **Data Security:** The risk of data loss inherent in the older environment has now been mitigated.
- **Product Updates:** This latest version of the National Track and Trace application ensures the foundation is in place for future upgrades and new product features.
- **Improved Efficiency:** Enhanced system response time provides a platform for an improved user experience.



Photographed above LtoR: University Hospital Waterford Local project team members - Deirdre Hoban (CNM2 CSSD), Mick Moynihan (SSN CSSD), Ruth O’Gorman (CNM3 Decontamination Lead).

# SAFEGUARDING THE HSE

## The importance of Cybersecurity Awareness

By Neal Mullen

Chief Information Security Officer (CISO) HSE.



In the fast-paced environment of healthcare, where every second counts, it's easy to overlook the silent cyber threat lurking in the digital shadows. As the HSE continues to embrace digital transformation, the importance of cybersecurity awareness cannot be overstated.

### Why me, what can I do?

Your role in maintaining cybersecurity is essential. With over 140,000 colleagues in the HSE, working together with a unified objective of protecting our digital environment, we form one of the largest and most robust human firewalls globally. Every individual contribution counts. By maintaining your cybersecurity training, staying alert against cyber threats like phishing attacks and promptly reporting any suspicious activities or cybersecurity issues to the National Service Desk, you become a critical line of defence.

Remember, the power of one can indeed stop a cyberattack, ensuring the safety and security of our patients, our services, and our organisation. Your vigilance and proactive actions make a significant difference!

Using the report function is the fastest way to report suspicious emails, it's two clicks of a mouse and again could stop a cyberattack immediately. This button is found along the top tool bar in Outlook



### Why Cybersecurity Matters to the HSE

The HSE, Hospitals and step-down services are prime targets for cybercriminals due to the sensitive nature of the data we handle. Personal health information (PHI), and critical medical records are all valuable targets for malicious actors. As we learned in 2021, a breach not only compromises patient privacy but can also disrupt patient services across hospital and community operations, potentially jeopardising patient care.

### Common Cyber Threats

- 1. Phishing Attacks:** These are deceptive emails designed to trick employees into revealing confidential information or installing malware usually by clicking on a link or opening an infected attachment. Despite their simplicity, phishing attacks are highly effective and remain the most common entry point for cyberattacks.
- 2. Ransomware:** This type of malware encrypts health data, demanding a ransom for its release. Such attacks can halt HSE operations and risk patient safety.
- 3. Insider Threats:** Threats from within the organisation, whether intentional or accidental, can cause significant damage. Ensuring that all staff understand their role in maintaining cybersecurity is crucial.

### Building a Cybersecurity-Aware Culture within your Team

Creating a cybersecurity-aware culture within our organisation starts with regular

training and clear communication. Here are some steps to foster this culture:

- 1. Regular Training:** Ongoing cybersecurity training for all staff is essential. This training should cover the identification of phishing emails, proper password management, and protocols for reporting suspicious activity. In November 73% of our staff had completed our mandatory cybersecurity awareness training on HSeLand. To align with our international peer, this must hit 95% by the end of 2024.
- 2. Strong Password Policies:** Encourage the use of strong, unique passwords and the regular updating of these passwords. Implement multi-factor authentication (MFA) where possible.
- 3. Incident Reporting:** All cybersecurity incidents like receipt of malicious emails from an unknown source, or accidentally clicking suspicious links should be reported to the National Service Desk on 0818 300 300. Everyone should feel comfortable reporting any issues or incidents relating to cybersecurity, without fear of making mistakes.
- 4. Cybersecurity Policies:** Be aware of cybersecurity policies and comply with them.

### Conclusion

In the digital age, cybersecurity is just as important as patient care. By fostering a culture of cybersecurity awareness, we can protect our patients' data, maintain trust, and ensure that our organisation continues to provide the highest level of care. Let's work together to keep our digital environment as safe as our physical one.

*"Secure Today, Protect Tomorrow:  
Every Click Counts"*

[Read more about the CISO function on our website.](#)



# Technology and Transformation

## Business Operations - Evolving & Solving

By Sean Bellew

Training & Development Team.



Photographed above, speaking at the event is our COO, Michael Redmond.

The Business Operations team All Staff Day took place in the Ashling Hotel on the 6th November, 2024. The theme for the day was “Evolving and Solving” and the department met with the purpose of reflecting on their achievements and building a road map for the future.

The event was opened by Technology and Transformation’s Chief Operations Officer Michael Redmond, who spoke about the significance of the Digital for Care Roadmap. Michael identified the goal of Digital for Care as nothing less than the full digitising of the health care service, making healthcare better, safer and more efficient. The address concluded with a call to action, emphasising the critical role of teamwork in achieving the 2030 vision. Michael expressed with confidence that with the right investment and collaborative effort, the HSE will successfully complete its digital

transformation.

The Business Operations department were then treated to presentations from both the Office of the CISO and the Telehealth team. Marie Lawlor gave an in-depth overview on the importance of cybersecurity in healthcare, identifying healthcare as the number one target in Ireland from threat actors. Marie also discussed the fundamentals of online safety together with the importance of constant learning to stay safe.

volunteer was taught how to use the medical instruments to log vital signs and relay this information through the app.

The inclusion of mixer games to get to know each other and various group discussions, outlined the fantastic support of Business Operations as a core function of Technology and Transformation. This discussion got encapsulated by graphic illustrator Eimear McNally creating a wonderful visual representation of the day.

After lunch, we were treated to an unforgettable performance by Mentalist Shane Black. His incredible talent captivated the entire audience, blending mind-boggling tricks with humour and charm.

Shane brought several team members on stage to participate in his acts, creating moments of surprise and laughter that had everyone talking long after the show ended. It was the perfect way to energise the group and add a touch of wonder to our day.

Thank you to everyone who attended the event—it was a resounding success



Joyce Shaw, Chief of Staff and Business Operations presenting to the group.

Next up was the Telehealth team lead by Julie Bellew and Conor Kennedy, who gave a live demonstration and tour of the newly established Virtual Wards. After choosing a brave volunteer from the crowd, the Telehealth team showed the full experience of the Virtual Wards through the eyes of the patient. This started by unboxing the equipment, the

and provided an excellent networking opportunity for staff across the division.

**Please take a moment to enjoy a [short video from the day](#), and if you'd like to browse the event photographs, [simply click on this link](#).**

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# Business Operations - Evolving & Solving





# Insights from Gartner Symposium 2024

## A reflection by Deputy COO Treasa Dempsey



Despite a delayed flight due to severe floods in Spain, I arrived in Barcelona on the afternoon of November 4th, eager to join over 6,500 delegates for four days packed with 300+ sessions at the Gartner Symposium. As the IT Advisory Partner for the HSE, Gartner's annual event in Barcelona offers a unique opportunity to explore emerging trends, engage with experts, and connect with peers across Europe.

The symposium's vibrant schedule kept me on my toes from dawn to dusk. Mornings started with inspiring keynote speeches, followed by workshops, roundtables, one-on-one advisory sessions, and networking. It was a treasure trove of information, fuelling both motivation and fresh ideas.

This year, AI dominated the agenda. The opening keynote, "Pacing Yourself in the AI Races," resonated deeply as we collectively navigate the fast-paced evolution of this field. My focus, however, was on the transformative sessions tailored to strategy, investment planning, and organisational change. Highlights included a workshop on "Executing a Resilient Strategy for an Ever-Changing World," a compelling presentation on "The Role of Leadership in Digital Transformation," and engaging roundtables like "Hacking Corporate Culture" and "Countering Organisational Change Resistance."

One standout session was the Women in Technology roundtable, "Strategies for Success: How to deal with power games

at Work," which was an insightful but fun session.

A personal highlight came on Tuesday morning when I attended the keynote by Arnold Schwarzenegger. As a long-time admirer, I ensured a front-row seat for his captivating and humorous reflections on his career. Arnie was both entertaining and motivating, he made my day quoting his famous line 'I'll be back' but referring to his long career he said he now more regularly misquotes himself with 'Ow my back'. Arnie's advice to "shut your mouth and open your mind" underscored his philosophy of learning through observation and action. His anecdotes from bodybuilding, Hollywood, and politics all pointed to one clear takeaway: repetition and consistency lead to success.

The event's true inspiration, however, was Martha Lane Fox's keynote, "Strategic Leadership in the Digital Age: Driving Innovation, Inclusion, and Impact." As the cofounder of Lastminute.com and a

former Twitter board member, Martha spoke passionately about digital inclusion. She highlighted the risks of leaving communities behind due to barriers like poverty, lack of education, and systemic biases. Her call to keep character and soft skills at the forefront of digital transformation was a powerful reminder that "character matters."

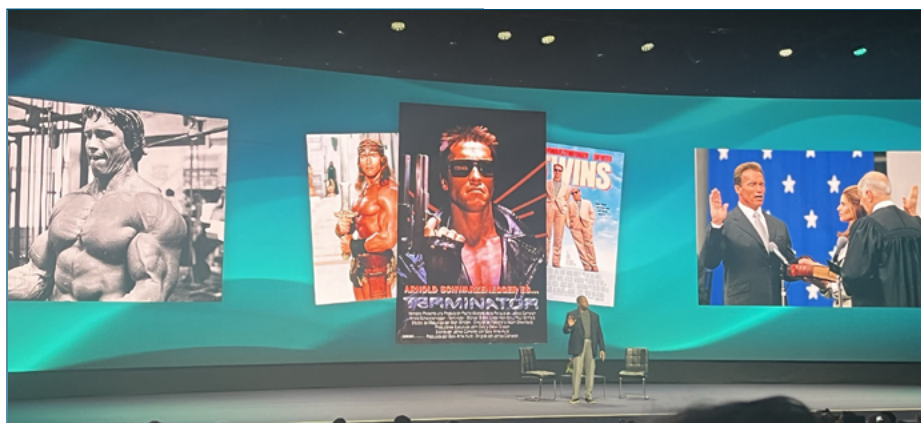
Between sessions, I averaged over 10,000 steps daily—tripling that on the last day as I dashed between talks to soak up as much knowledge as possible. The event's quick tempo was invigorating, sparking ideas and shaping my vision for the year ahead.

Networking was another invaluable aspect. Whether connecting with colleagues from the T&T team, the Regions, the Voluntaries, the Department of Health, or public health peers from the UK and Wales, these informal exchanges helped deepen professional relationships and foster mutual understanding of shared goals and challenges.

I returned home with sore feet, a suitcase filled with duty-free chocolates, and a head buzzing with inspiration and actionable insights.



Above, Martha Lane Fox speaking at the event.



Above, Arnold Schwarzenegger speaking at the Gartner Symposium in Barcelona.

# HealthIRL: From Vision to Reality

## The Journey to a connected HSE Workforce

By Sheila Dunleavy

Senior Project Manager, Technology Office.

The HealthIRL migration started out pre-COVID, pre-Cyber, pre-Windows 10 as the One Programme or sometimes One UID with the purpose of creating a single digital identity for HSE staff. It was led out by a team of evangelists who had a vision of a consistent, connected workforce enabled for digitisation and cloud services. They were targeting 50,000 users across 8 domains, unpicking 30 years of legacy, challenging ways of working, potentially bringing disruption to busy staff with no immediate obvious benefit.

To say it was not easy is an underestimation, but they were resolute in their task, determined to succeed.

### Overview

The programme which started out in 2017, went through a number of phases, each bringing more people across to HealthIRL with some major breakthroughs:

- June 2022 first major model 4 hospital migration in GUH.
- Late 2022 when HealthIRL became the largest domain in the HSE.
- January 2023 when HealthIRL became the default domain for the setup of all users.
- January 2024 when HealthIRL migration in the Community was materially complete.

The programme has been a major success for the HSE, putting the organisation in a unique position of having a single identity across our network. An identity which is modern, secure, cloud enabled and a foundational building block of how we deliver technology solutions across not just our statutory services but also volunteers.

It started out with a target to migrate 50,000+ users, ended up migrating 80,000+. Who knew a + could be so big?

It was not an easy programme, childbirth and running marathons were analogies used, with some views that those two activities might be easier. At least they'd be over quicker.

The success of the programme was no accident, it is down to the massive talent, professionalism and resilience of the HSE Community of IT.

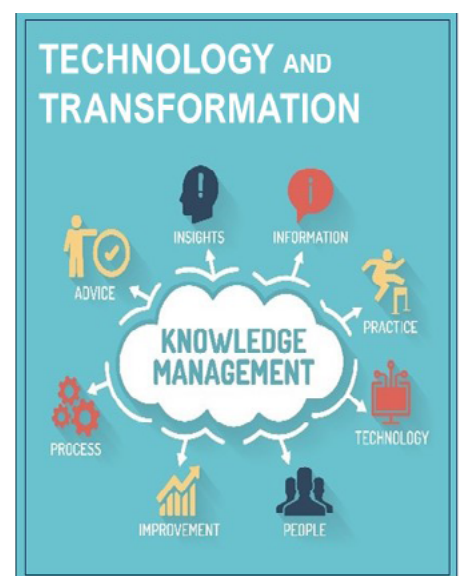
It owes massive thanks to a lot of people:

- 1. The programme team(s)**, who despite consistent issues and challenges, continued to believe that this was the right thing to do. They collaborated, cajoled, bribed (rumour has it) and bullied people into migrations.
- 2. HealthIRL Migration Teams** – the engineers and relationship managers at the coalface, who took the brunt of any feedback, did the cajoling, encouraging and bribing on the ground and provided the tea and toast after the delivery!
- 3. The local IT teams** on the ground in the various locations, particularly in the hospitals where any change is challenging and there is no appetite for disruption given the potential patient impact. I will not mention names, but you know who you are and without you soldiering alongside us, taking the often negative feedback this programme would have gone nowhere.
- 4. The Technology Office staff**, who supported the process and created an operating model that made the transition to HealthIRL smoother for the many support teams.
- 5. NSD** who supported the team on the ground. Again, as the face of IT, often taking the brunt of issues which is never easy.
- 6. Application support team(s)** who worked tirelessly to remove any

application blockers to enable migrations. This was not easy given the legacy of implementations and the lack of information/support with respect to them.

- 7. The Steering Committee** – it really must be called out that they were extremely supportive, even when we consistently missed targets, albeit always getting close. I think they probably knew we wanted them to sack us! They saw the uphill battle this was, recognised the massive effort being put in by all parties and knew the biggest critics of our delivery was ourselves and we would take any opportunity to improve. Some of them had some very good insights into how technically we could do things better. This was extremely helpful and fully taken onboard by the programme.

- 8. Finally and most importantly to All HSE Staff**, thank you for your engagement with the HealthIRL team. Your patience during this time is much appreciated – for putting up with us as we delivered this national programme.





## Technology & Transformation at Drogheda's Career Fair



On Thursday 14th November Drogheda Institute of Further Education (DIFE) held the annual Drogheda Schools Career Fair. Representing Technology and Transformation were Jessica Winters, James Hughes, and Dara Keeley and their objective was to promote our values and opportunities to potential future staff on behalf of Technology and Transformation.

The event welcomed over 50 exhibitors such as Engineering, Nursing, Gardai, Defence Forces, Dentistry, Law, Business and many more.

There were also representatives from Further and Higher Education such as DKIT, DCU and Maynooth University. There were over 2000 students from local schools who attended the event. Overall, it was great informative night!

*Photographed above LtoR: Dara Keeley, Acute Delivery; Jessica Winters, Business Operations; and James Hughes, Tech Office.*

## Vendor Specifications Document SNOMED International

The Irish National Release Centre for SNOMED has produced a vendor specification document to support the procurement of new systems with a clinical terminology component. This specification document has been peer reviewed and approved by the SNOMED Governance Board.

[CLICK HERE to view the document](#)

## HALO AI

Health Acronym Lookup Oracle

There are so many acronyms in use within the HSE it can be hard to keep track of them all.

Click here to view this valuable online tool called HALO which documents some of the most common acronyms we use in the organisation.



## Technology and Transformation Reporting

T&T reports are available to all staff on our shared Teams Folder - [Click here to view.](#)





# PETS Corner

Meet Alfie: This Month's Star of Pets' Corner.

Alfie lives with Elaine O'Donoghue and he is a loving and affectionate pup who adores cuddles and playing with his cousin, Lexi.

While he's a bundle of joy, he's not a fan of plastic bags blowing in the wind or waves crashing in the ocean—both of which get a good barking at when spotted!



This year, Alfie took on a very special role as the ring bearer at his Mum and Dad's wedding, and let's just say he completely stole the show.

A true star in every sense, Alfie is as charming as he is adorable!



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*Wishing all our contributors and  
readers a very happy and  
peaceful Christmas  
T&T Communications Team*







## Annual Cork Opera House Christmas Concert

The concert will feature some of the season's most beloved classics accompanied by the Cork Opera House Concert Orchestra!



This magical event promises to be a highlight of the holiday season, bringing together families and friends to celebrate the joyous spirit of Christmas.

The concert will showcase a delightful mix of traditional carols, contemporary holiday hits, and timeless orchestral pieces that will be sure to warm your heart.

[Tickets can be found on Corkoperahouse.ie](http://Corkoperahouse.ie)



## Christmas at The Castle

Make your way up to [Dublin Castle](http://Dublin Castle), which has been transformed into a winter market to rival the best on offer across Europe for Christmas at the Castle. This year's festival is free and unticketed, so you can wander in and explore the traditional alpine stalls and sample delicious treats.

Immerse yourself in the art of candle crafting at Old Dublin Road, Galway, H91 K5DD while enjoying some sweet treats to get you in the holiday spirit.

Under the guidance of expert candle makers, you'll learn how to create your own custom candles using premium wax, festive scents, and a selection of decorative items like glitter, flowers, and jewels.

You'll also have the opportunity to personalise your candle jars with stickers and other festive decorations.

[Tickets can be found on Eventbrite.ie](http://Eventbrite.ie)



## YULEFEST CHRISTMAS TRAIL

Head over to Kilkenny City for an interactive family friendly trail, taking in the city's Christmas Lights, Christmas Trees and historical areas while 'reindeer spotting', answering questions and solving puzzles.

A magical way to spend an evening with the family in the beautiful medieval city of Kilkenny this festive season!

On Friday nights you can enjoy buskers around the city and on the weekends The Parade will come to life with the [Christmas Market and Yulefest Live Music Stage!](#)



Smithfield Square will be a hub for all things Christmassy with their [Christmas Spectacular event](#).

Browse the festive goods on offer in the European-style market before hitting up the ice rink and Ireland's first Ice Museum, a one-of-a-kind, custom creation made with Christmas joy front of mind.

No trip to Christmas Spectacular is complete without a spin on the Ferris Wheel. Admire Dublin's fair city from a brand-new vantage point, offering breathtaking, birds eye views of Dublin.