

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

Michael Redmond's 2025 New Year Message: A Vision for Digital Healthcare



By Linda Reck,
Technology & Transformation Communications Lead.

Happy New Year to all our readers! As is tradition, we begin each year with an inspiring message from our COO, Michael Redmond, to the Technology and Transformation community. This January, Michael's message not only celebrates the remarkable achievements of 2024 but also sets an ambitious and motivating vision for the year ahead.

This article summarises Michael's recorded message and he covers a

number of topics, such as celebrating previous achievements, the record-breaking budget for 2025, expansion of our workforce, and the year ahead.

Celebrating 2024 Achievements

Looking back on 2024, Michael highlighted key milestones that demonstrate the growing impact of investments in digital healthcare.

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Michael Redmond's 2025 New Year Message: A Vision for Digital Healthcare

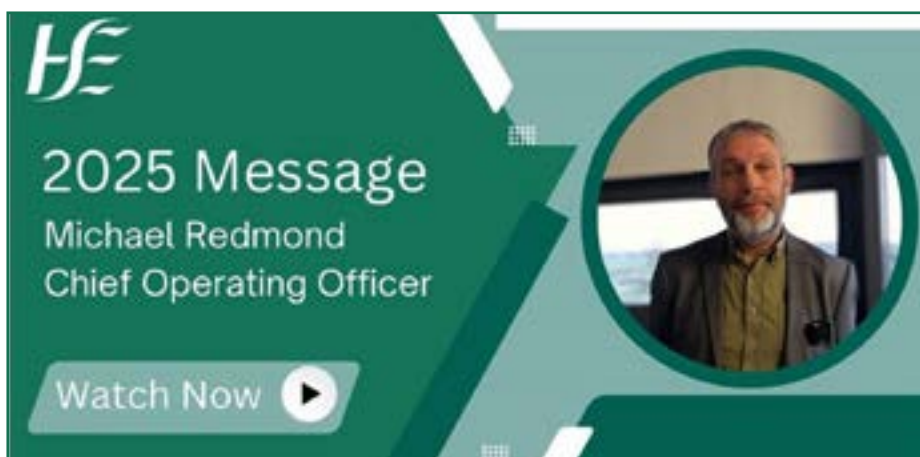
Significant achievements included the completion of major digital programs such as HealthIRL and O365 onboarding. These programs not only met but fully delivered on their roadmaps, marking a pivotal moment in the organisation's digital transformation journey.

Michael emphasised that such successes are a model for the future, setting the standard for digital programs to "get the job done" effectively.

to expand the workforce. The addition of 79 new digital roles and over 180 digitally focused service roles will provide the necessary expertise to achieve the ambitious targets for 2025 and beyond.

Looking Ahead to 2025

The ICT capital plan for 2025 lays out clear and ambitious objectives, with a sharp focus on delivering digital solutions that directly benefit care. Michael urged every team member to embrace this vision and actively contribute to its success.



Record-Breaking Budget for 2025

A key highlight of the message was the announcement of the largest-ever ICT capital budget of €190 million for 2025. This funding aligns with the overarching strategy of delivering Digital for Care, a central focus of the division's seven-year plan.

Michael stressed that this mission is not confined to the digital division but is a collective effort, requiring collaboration with clinical and business colleagues to drive change and innovation. By 2030, the aim is to fully realise the potential of Digital for Care across the health service.

Workforce Expansion

Acknowledging the complexity and scope of the tasks ahead, he revealed plans

A Note of Gratitude

Concluding his message, Michael expressed heartfelt thanks to all staff for their outstanding contributions throughout 2024. With enthusiasm and determination, he encouraged the team to make 2025 the year when Digital for Care becomes widely recognised as a transformative success story for the health service.

This forward-looking message sets the tone for another year of innovation, collaboration, and impactful digital advancements.

You can view the full video by clicking on the image above.



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.



HSE TECHNOLOGY AND TRANSFORMATION

Training and Development

A schedule of our upcoming courses are listed below:

| Course | Date(s) | Duration | Venue | Start/Finish Time | Closing Date |
|---|----------------------|----------|--|-------------------|--------------|
| Assertiveness Skills-increase your personal impact | 29/01/25 | 1 day | The Richmond Education Centre Eir Code D07 TH76 | 09:30-16:00 | 15/01/25 |
| Assertiveness Skills-increase your personal impact | 25/02/25 | 1 day | T&T Offices Southgate Eir Code A92 YK7W | 09:30-16:00 | 20/02/25 |
| Fundamentals of Process Improvement in health systems – An introduction to Lean Six Sigma | 05/02/25 | 1 day | Virtual – via the Mater Lean Academy | 09:30-17:00 | 22/01/25 |
| Business Writing Skills | 05/02/25 | 1 day | The Richmond Education Centre Eir Code: D07 TH76 | 09:30–17:00 | 22/01/25 |
| Process Mapping using Lean Six Sigma | 19/02/25 | half day | Virtual - via The Mater Lean Academy | 09:30-13:00 | 05/02/25 |
| Managing People using HR Policies | 20/02/25 | 1 day | The Richmond Education Centre Eir Code: D07 TH76 | 09:30-17:00 | 09/02/25 |
| Creative Problem Solving (CPS Workshop) | 26/02/25 | 1 day | Tangent, Trinity's Ideas Workspace, 183-188 Pearse St. Dublin 2. | 09:30–16:00 | 19/02/25 |
| Managing Development Programme | 26/03/25 to 01/05/25 | 4 days | The Richmond Education Centre Eir Code: D07 TH76 | 09:30-17:00 | 12/03/25 |
| Design Thinking Workshop | 02/04/25 | 1 day | Tangent, Trinity's Ideas Workspace, 183-188 Pearse St. Dublin 2. | 09:30–16:00 | 19/03/25 |

If you are interested in attending any of these programmes and have line-manager approval to do so, please [enrol via HSeLand](#).

Access our Training Prospectus and support documents for help with finding or enrolling in courses [by clicking this link](#) for assistance.

Alternatively please contact Training.TechnologyAndTransformation@hse.ie and we will be happy to assist you.

PARKING:

The Richmond is limited and offered on a first come, first-served basis. Smithfield Car Park is 5mins from the venue. [Click here](#) to book in advance.

Tangent (Trinity College) are available [here](#).

T&T Offices at Southgate, Drogheda is available for free in the Dunnes Stores underground carpark. Please be aware there is no parking on the ground level around the shopping centre as clamping will take place after 2 hours.



ICT FOR PUBLIC HEALTH

Modernising Outbreak and Incident Management with OCIMS

By Wendy Hurdial,
ICT Project Officer, OCIMS Team.



In today's constantly evolving landscape, the ability to respond swiftly to infectious disease outbreaks and environmental hazards is critical. If the COVID-19 pandemic has taught us anything, it is that ensuring Next Pandemic Readiness is paramount.

The Outbreak, Case, Incident Management and Surveillance (OCIMS) Programme is a transformative initiative aimed at modernising the way infectious diseases and environmental hazards are monitored, reported, and managed. The OCIMS system will aim to focus on leveraging advanced information systems to ensure timely detection, analysis, and response to Public Health threats.

At its core, the OCIMS system will integrate surveillance, incident management, and data-driven decision-making into a unified

platform. It aims to track 89 legally notifiable infectious diseases and environmental hazards, providing health authorities with real-time insights to respond swiftly to outbreaks. It will also replace a legacy system called the Computerised Infectious Disease Reporting (CIDR) which is at end of life.

From a personal perspective, a positive aspect of my role has been connecting with colleagues across the different HSE teams, and obtaining the lessons learned from the Covax, Covid Care Tracker (CCT) and CIDR teams who were always willing to offer their guidance and advice.

I also enjoyed engaging and learning from our UK colleagues' experience in the Health Security Agency, who are implementing a similar system and have gone live recently. These interactions have been invaluable,

fostering a sense of shared purpose.

Looking Ahead: What's Next for OCIMS

As we approach the implementation stage in 2025 and welcome Conduent as the preferred vendor and its product called Maven, we are looking forward to expanding our knowledge in areas such as branding, change management, user engagement, testing, and training.

The OCIMS team are looking forward to contributing further as we advance the OCIMS programme and build a system that will have a meaningful impact on Public Health.

If you are curious about the OCIMS ecosystem and would like to learn more, feel free to reach out. I am always happy to share insights and discuss the programme.

Photographed above from L-R:

Front Row: Zona Foley (T&T), Wendy Hurdial (T&T), Dr. Anne Sheehan (PH), Dr. Lois O'Connor (HPSC), Jennifer Doyle (HPSC).

Second Row: Elaine Brabazon (HPSC), Susan Donnelly, (T&T), Cian Airoldi (PH), Orla Bruton (PH), Roisin McLoughlin (T&T), Siobhan Nestor (T&T), Dearbhla De Lasa (PH).

Third Row: Conor Griffin (T&T), Sean Watters (T&T), Justin McGoldrick (T&T), Dr. Michael Hanrahan (PH), Adrena Keating (T&T). Missing from the picture Louise Cullen (HPSC).

Many thanks to Cara Thornton from Training & Development for taking the photo at a recent team meeting in Dr. Steevens'.

TECHNOLOGY & TRANSFORMATION MOBILE TELEPHONY

UNUSED HSE MOBILE PHONES?

Time to declutter and clean up your workplace environment.

If you have unused HSE mobile phones in office drawers or cabinets, please contact your Line Manager and inform them of the device type, mobile number, and IMEI of the device.

Line Managers:

Please contact the Regional Mobile Administrator assigned to your specific location for guidance on returning these devices. A list of locations and their respective contacts can be found via the link below.

[Click Here](#) to find the
Regional Mobile Administrator
assigned to your location.



Planning a career in project management?

By Tom Molloy,
Head of Programme Management Office.

Planning career progression in IT project management can be a structured and rewarding journey. For IT professionals interested in project management, building a roadmap with clear goals, acquiring key skills, and staying adaptable can make the difference between a plateaued career and one that steadily progresses. This guide will outline how to define goals, build expertise, and develop strategies that promote long-term career advancement in IT project management.

Set Clear Career Goals

A strong career progression strategy begins with defining your ultimate goals. Project management is a broad field with many potential directions, so identifying specific roles and areas of expertise will inform your progression plan.

- **Define Your Career Vision:** Start by considering where you want to be in the next five to ten years. Do you aim to become a Senior Project Manager or a Programme Manager? Each role requires unique skills, with the latter building on the former.
- **Research Industry Trends:** Project Management is shaped by evolving technologies and methodologies, so it's wise to understand where the industry is headed. Roles such as Agile Coach, Product Owner, or Programme Director have emerged due to industry shifts. Researching trends can reveal insights into emerging roles and skills in demand that could shape your progression.
- **Set Short-Term Milestones:** Break down long-term aspirations into smaller, achievable milestones. This approach makes the path less overwhelming and allows you to celebrate progress along the way. For example, if your goal is to be a Programme Manager, a short-term goal might be to obtain a project management

certification such as PRINCE2 or successfully manage a small project to a defined methodology.

- **Understand the Role:** A common misconception that arises in interviews for PM roles is that having had some involvement with projects prepares candidates for Project Manager roles. This is incorrect. The key word in the role title is 'Manager', in that the experience being looked for is in leading and driving change initiatives. Think about how you would answer interview questions like 'Tell me about a time you demonstrated critical thinking and problem solving when leading a project'. The question asks what you did in the past, not to quote a Wikipedia article about project management!

Develop a Solid Foundation of Core Skills

As you aim for career progression, building core project management skills is crucial. Project management demands both technical and interpersonal competencies.

- **Master Project Management Fundamentals:** Proficiency in core areas like scope management, risk assessment, financial management and project scheduling is essential. Familiarising yourself with project management methodologies—such as Agile, Waterfall, and hybrid approaches—can significantly enhance your versatility as a project manager. Speak to the PMO about upcoming training courses. Alternatively, if you don't want to wait for a formal course, ecollege.ie and PluralSight have several Project Management courses that are free, and you can complete them at times that suit you.
- **Get Comfortable with IT-Specific Skills:** Unlike general project management, ICT projects involve technical aspects like software development, system



integration, and cybersecurity. Developing a good understanding of IT-specific skills (for instance, basic coding, systems architecture, or database management) can help you communicate effectively with technical stakeholders and make informed project decisions. You need to have a level of technical proficiency to collaborate effectively with vendors and other agencies or at least to be conversant with technical terminology. PluralSight can assist here as well.

- **Focus on Soft Skills:** Project Management also requires very strong emotional intelligence, communication, negotiation, and leadership skills. 'Soft Skills' or competencies are often what separate average Project Managers from exceptional ones, as they influence how well you manage stakeholders, negotiate for resources, resolve conflicts, and motivate your team. Being able to adapt your communication style, mediate team discussions, and present project updates to various audiences is essential. The PMO, with our colleagues in Business Operations, regularly organise courses in competencies like assertiveness and negotiation skills, which have been extremely well received, with 76 people already having completed the training, with a wait list of 30 more.

Obtain Relevant Certifications

Certifications can serve as a benchmark for your skills and knowledge, especially in the competitive field of Project Management.

- **Popular Project Management Certifications:** Certifications such as the Project Management Professional (PMP), PRINCE2, or Certified ScrumMaster (CSM) are widely recognised and valued. For IT project managers, certifications that focus on Agile methodologies (like Certified Agile Project Manager or SAFe Agilist) or specific IT standards (like ITIL) can enhance your profile. Anyone wishing to complete PRINCE2 training should complete and return the PRINCE2 Training request application form to Training.TechnologyAndTransformation@hse.ie.

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Project Management planning continued.



Note that, to qualify to sit the PMP exam, there is not a formal course that must be completed. However, you must demonstrate experience as a full-time Project Manager for at least three to five years. The details sought are very detailed and subject to audit. This makes PMP certification all but inaccessible to inexperienced or aspiring PMs, but also making it a sought-after certification in the marketplace. While there is no official PMP training course, the Rita Mulcahy PMP Exam Prep book is generally regarded as the authoritative manual to accompany the Project Management Body of Knowledge (PMBOK), upon which the PMP exam is based. Check out the Project Management channel within the PluralSight training portal and start learning the theory of project management to kick-start your PM career journey.

- **IT-Focused Certifications:** To distinguish yourself in IT project management, it may also be beneficial to pursue technical certifications in areas like cloud computing (AWS or Azure), data analytics, or cybersecurity. While not essential, these can offer insights into technical domains you might manage, making it easier to understand your team's work and anticipate challenges. Getting trained and certified in ITIL is highly recommended for aspiring and practicing Project Managers as its language is routinely used by the IT teams you will need to work with, like Technology Office, CSE or vendors.
- **Continuous Learning:** Certifications demonstrate initial competency, but continuous learning is essential to remain relevant. Online platforms like Coursera, LinkedIn Learning, and edX offer courses that can help you stay up-to-date on the latest tools and methodologies.

Build Hands-On Experience with Diverse Projects

Progressing in IT project management requires experience across a variety of projects. This diversity in experience demonstrates adaptability and a broader understanding of the IT environment.

- **Seek Varied Project Opportunities:** Try to work on different types of projects, from

software development to infrastructure implementation. Each project type brings its unique challenges, enhancing your problem-solving skills and providing you with a comprehensive understanding of IT environments.

- **Focus on Larger and More Complex Projects:** As you progress, aim to lead more complex and larger-scale projects. Managing larger projects requires a strategic mindset, strong risk management, and refined stakeholder management skills. This experience can help you develop the skills needed to transition into senior project management roles, where high-stakes decision-making is key.
- **Learn from Lessons:** Not every project will be a success, and mistakes or project failures can be valuable learning experiences. Reflect on what went wrong, understand why it happened, and identify what could have been done differently. This process not only builds resilience but also sharpens your critical thinking and problem-solving skills. Check the Lesson Learned page of the PMO dashboard for learnings from past T&T projects

Cultivate Leadership Skills

Effective leadership is critical in Project Management, especially as you move into senior roles where you'll be guiding teams and making high-impact decisions.

- **Embrace Responsibility:** As you gain more experience, look for ways to take on more responsibility, even beyond your current job description. Volunteering for initiatives or leading a smaller team within a larger project can be a good way to gain leadership experience. Demonstrating initiative here will be looked for in job interviews, so get your ducks in a row early to distinguish yourself from other candidates.
- **Develop Strategic Thinking:** Leadership roles require strategic thinking, so developing the ability to assess situations from a high-level perspective is crucial. Start by understanding how each project fits into broader strategic goals and consider the long-term implications of project decisions. Consider where your projects sit within the overall project portfolio and what their respective interdependencies are.
- **Foster Emotional Intelligence:** Emotional intelligence is a vital component of leadership, enabling you to connect with your team, understand their motivations, and manage conflicts effectively. Skills like empathy, self-awareness, and emotional regulation help in building trust and fostering a positive team environment. Speak with Business Operations about

training and mentoring opportunities, in particular the Leader Development Programme.

Build a Professional Network

Networking can provide valuable insights, advice, and opportunities that can help advance your career. Building a strong professional network is especially important in the project management community, where connections can lead to solutions to problems, mentorship, and personal recommendations.

- **Engage in Industry Events:** Attending conferences, seminars, and workshops can introduce you to other professionals in your field. Look for IT project management events, especially those focusing on methodologies and technologies relevant to health. Monitor the PMI Ireland Chapter website for upcoming networking opportunities.
- **Join Professional Organisations:** Organisations like the Project Management Institute (PMI), its Ireland Chapter or the Association for Project Management (APM) offer valuable networking opportunities, resources, and continuing education options. Membership often comes with access to exclusive events, publications, and webinars that can support your career progression.
- **Leverage Online Platforms:** Platforms like LinkedIn allow you to connect with peers, join industry groups, and engage with thought leaders. Regularly sharing insights and engaging with content can help you establish a professional brand and stay visible within your network.
- **Use Modus:** Modus is the single source of truth for sanctioned projects in Technology & Transformation. Permanent staff can view the portfolio of projects and who managed them.
- **Attend a PMO Roadshow:** The T&T PMO runs regional roadshows throughout the year, for Project Managers to come together and discuss topics of common interest. It is an ideal networking opportunity for PMs to meet and compare experiences and ideas about project management. Watch the monthly PMO mailshot for announcements and calls for expressions of interest.
- **Subscribe to the PMO Mailshot:** The PMO sends out a monthly newsletter containing various articles of interest to the T&T Project Management community. It goes to all Project Managers by default and if you are not on the mailing list, you can request additional information at pmo@hse.ie.

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Project Management planning continued.

Find a Mentor

Mentorship can be an invaluable asset in career development. A mentor can provide guidance, share insights from their own experiences, and offer objective feedback on your progression.

- Seek Experienced Mentors: Look for mentors who have achieved roles similar to those you aspire to. An experienced mentor can help you navigate the complexities of IT project management and may even introduce you to networking opportunities within their own circles.

adjust your strategies. Receiving feedback positively and making proactive changes based on it demonstrates self-awareness and commitment to growth.

Technology and Transformation operates a formal mentoring programme. Contact [Thelma Pentony](#) for details.

Planning your career progression in IT project management is a long-term investment that requires clear goals, a commitment to skill-building, and a proactive approach to networking and mentorship. By setting specific career objectives, mastering both technical and soft skills, obtaining certifications, and

| Project Management Competency | How to Acquire |
|--|--|
| Knows the relevant Project Management and Design and Build Methodologies | PRINCE2 Qualification to a Certified Practitioner level |
| Able to develop a project plan for assigned tasks/objectives with appropriate deliverables | Assertiveness Training Course |
| Able to estimate resources and time schedules for assigned project | Negotiation & Influencing Course |
| Can analyse issues, recommend solutions and escalate appropriately | Fundamentals of Process Improvements in Health Systems - An Introduction to Lean Six Sigma (HSeLand) |
| Able to co-ordinate a project with multidisciplinary teams | Managing People Using HR Policies (HSeLand) |
| Able to manage progress against plan, deliverables, costs, quality, track and produce relevant reports | The Reality of Being a First-Time Manager (HSeLand) |
| Able to identify and manage relevant stakeholders | Coaching Skills for Managers Programme (HSeLand) |
| Supports in the management of project risks and to demonstrate viable mitigation plans are in place | Past Experience |
| Work with service staff toward ensuring that business benefits are achieved from projects | Performance Achievement Course (HSeLand) |
| Support the management of internal suppliers and external vendors as part of project delivery | eHealth and Disruptive Technologies - Change Management (HSeLand) |
| Demonstrate awareness that projects are in full compliance with all financial, procurement and data protection regulations | Story Telling |
| Shows excellent analytical, problem solving and decision-making skills | Data Visualisation |
| The ability to quickly grasp and understand complex issues and the impact on service delivery | Knowledge of the technology and services environment |

- Consider Peer Mentorship: In addition to finding a more experienced mentor, connecting with peers for mutual support and accountability can also be beneficial. Peer mentorship allows you to share experiences, troubleshoot common issues, and celebrate each other's successes.
- Stay Open to Feedback: Constructive feedback from a mentor can help you identify areas for improvement and

building a diverse project portfolio, you can position yourself for growth in this dynamic field. Staying adaptable to industry changes and continuously seeking opportunities to learn will further enhance your career trajectory. As you advance, remember that career progression isn't just about climbing the ladder—it's also about gaining satisfaction and fulfilment in the work you do.

[Tom Molloy, Head of PMO](#) or pmo@hse.ie



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 CAREERS



To find out about any positions that have been advertised for eHealth, please go to our [Careers Page on ehealthireland.ie](#).

[You can contact the HR Team for more information.](#)



Welcome to another month for our eHealth Book Club. Our book club meeting will take place today:

**Tuesday, 14th January 2025
at 1pm via MS Teams**

We meet on the second Tuesday of each month at lunchtime.

New members are always welcome and if you would be interested in joining the group, contact the [Communications Team here](#).

Cyber as a Digital Enabler - the HSE approach

By Neal Mullen,
Chief Information Security Officer (CISO),
HSE Technology & Transformation.

The Health Service Executive (HSE) is at the forefront of a transformative journey to deliver the Digital for Care 2030 strategy. This strategy represents a bold vision to digitise healthcare, leveraging technology to support patient care and improve health outcomes. Central to this vision is ensuring that our digital services are seamless, secure, and connected, empowering both patients and providers alike.

The 6 principles of the strategy are:

- 1. Patient Empowerment:** provide patients with access to their own health information through tools like the HSE app and shared care records.
- 2. Digitally Enabled Workforce and Workplace:** provide our staff with a modern set of productivity tools and reliable secure connectivity to our solutions no matter where they work.
- 3. Digitally Enabled and Connected Care:** using electronic health records (EHRs) which can be shared across different health regions to improve care coordination.
- 4. Data-Driven Services:** using data to improve health outcomes, reduce hospital admissions, and make healthcare services more efficient
- 5. Digital Health Ecosystem and Innovation:** By fostering partnerships and innovation within the health-tech sector, the HSE is driving forward solutions to meet complex healthcare challenges.
- 6. Secure Foundations and Digital Enablers:** ensuring strong cybersecurity measures to protect patient data and maintain trust in digital health services.

As the new Chief Information Security Officer (CISO) at the Health Service Executive, my priority is to make cybersecurity an integral aspect of our operations. Securing and safeguarding our patients' data is crucial for building and maintaining trust in our digital health services.

The Role of Cybersecurity in Digital Healthcare

In response to the 2021 cyberattack, the HSE has made cybersecurity a top priority. With the growing frequency



of cyber threats targeting healthcare systems worldwide, the HSE is dedicated to a proactive stance. Recent incidents affecting the NHS underscore the ongoing vulnerabilities in digital healthcare systems.

Cybersecurity is not just about technical measures; it involves ensuring trust, maintaining continuity of care, and fostering innovation.

Certainly, any national healthcare system is inherently complex, with numerous moving parts and technological challenges at every turn. The HSE is no exception. Like any sector, we face the continuous challenge of balancing innovation, evolution, and resilience. At the heart of our efforts is consistency. From a technological and cybersecurity standpoint, this involves managing all our assets in a uniform manner, with predictable and repeatable processes. Resulting in a more predictable and repeatable outcome, which in itself will reduce our risk and simplify our response to our next cyber-attack.

One may ask how consistency can be a cybersecurity principle. Cybersecurity has become an indispensable element of our organisational resilience. A fundamental principle underpinning effective cybersecurity practices is consistency. The notion of consistency extends beyond routine actions; it embodies a strategic approach to maintaining, monitoring, and improving security measures.

Consistency in Policies and Procedures

Consistency in cybersecurity starts with well-defined policies and procedures. Serving as a blueprint for the HSE, ensuring our employees understand and adhere to best practices. Regular

updates and training sessions helps embed a culture of security awareness. This continuous reinforcement ensures that security protocols are consistently followed, reducing the risk of human error, which is often the weakest link in cybersecurity.

Consistency in Technology and Tools

Adopting and consistently updating technology and tools is another critical aspect. Cyber threats are continually evolving, making it essential for the HSE to maintain up-to-date defences. Consistent use of these technologies helps in early detection and mitigation of potential threats.

Consistency in Incident Response

Having a consistent incident response plan is crucial. This means having a predefined process for identifying, managing, and mitigating security incidents. A consistent approach ensures that when a breach occurs, the response is swift and effective, minimising damage and recovery time.

A Call to action for all HSE Staff

Every HSE staff member plays a role in protecting our systems and patients' data. Whether it's securing devices, staying vigilant for potential threats, or following best practices, your actions contribute to a safer, stronger healthcare system.

Conclusion

Consistency is the bedrock upon which effective cybersecurity is built. It ensures that policies, procedures, technology, and incident response are harmonised and continuously improved. In a landscape where threats are ever-changing, consistency provides a stable foundation for proactive defence and resilience.

A 'Day in the Life'

Shining the light on Technology and Transformation

By Helena Murphy,
Social Media Lead, T&T Communications.



As you may be aware we are working on a "Day in the Life" campaign. This initiative is designed to feature the incredible people across HSE Technology and Transformation and showcase their work throughout the Health Service Executive.

We hope to use this campaign to showcase the daily experiences and contributions of Technology and Transformation staff, offering a behind-the-scenes look at the diverse roles within the department, including but not limited to software developers, data analysts, network administrators, cybersecurity experts, business operations etc.

We want this campaign to highlight the unique perspectives, challenges and rewards of these different jobs across Technology and Transformation.

Some of the benefits of this campaign:

- As we often work in collaboration with other departments, we envisage that the 'Day in the Life' campaign can help employees from different areas of the Health Service Executive gain a better understanding of the IT function, which in turn can lead to smoother interdepartmental collaboration and more efficient project execution.
- We know IT is at the forefront of technological advancements, and the campaign provides an opportunity to highlight the innovative projects

and cutting-edge technologies that Technology and Transformation IT professionals work with. This cannot only attract tech-savvy recruitment candidates but also potential collaborators and partners.

- As we prepare for upcoming recruitment, it would be great for potential candidates to gain insight into what it's like to work within our department. The "Day in the Life" campaign offers an excellent opportunity to showcase our team's work from the employee's perspective, giving those interested in a career with us a firsthand look at the diverse roles and experiences.

How can you contribute:

We have a short questionnaire for you to fill out here with the information you are comfortable sharing; we will also need a profile picture of you in the work environment. This information will be hosted on www.eHealthIreland.ie Careers webpage and may be shared across our social media platforms.

We appreciate your contribution and look forward to learning more about your workday. If you would like to be part of this campaign or to discuss further please contact us in [T&T Communications](#).



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

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

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

Coming up soon:

31st January, 2025:

The Year Ahead

with Michael Redmond, HSE COO.

21st February, 2025:

Patient App

with Fran Thompson, HSE CIO.

28th February, 2025:

Cyber Risk

with Neal Mullen, HSE CISO.

7th March, 2025:

Outbreak Case and Incident Management System (OCIMS)

with the OCIMS Team.

21st March, 2025:

Children's Hospital Update

with Dee O'Connor and Adrian Carroll.

4th April, 2025:

Communication Innovations for Technology & Transformation

with the T&T Communications Team.

If you missed some of the previous sessions, they are available on the Discovery Zone on HSeLand and on our [Resources Page on our eHub](#).

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



HISI Event Highlights:

AI in Healthcare – Impacts, Ethics, and Applications

By James Burke,

AI and Automation Centre of Excellence Team.



Last November 2024 the HISI event delivered thought-provoking insights on the transformative role of AI in healthcare. With knowledgeable speakers and an engaged audience, the discussions centered around implementing ethical and effective AI solutions that balance safety, utility, and calculated risk.

Here's a summary of key takeaways:

Dr. John Sheehan has been an advocate for AI in healthcare for a number of years, having published some papers in that area. He spoke from a radiology perspective looking at medical imaging, showing how the use of AI is currently changing the way he works. Dr. Sheehan showcased a demo of an AI assisted ultrasound device which he can carry in his pocket and connect to any device and use at any time. In a demonstration to the group, he used an AR (Augmented Reality) headset with the device so he could have the ultrasound app open in his field of view while conducting a scan on a knee and wrist.

One of the key takeaways from Dr. Sheehan's presentation was his observation that we currently fail to utilise 97% of the data generated, data that has the potential to significantly improve patient care. He also highlighted the advancing quality of AI solutions and their outputs, stating, "They are only going to get better from here"—a sentiment that undoubtedly rings true.

Prof. Neil O'Hare spoke about the new

children's hospital and how they could implement AI and other innovative technologies early as they build up their data, looking to take advantage of AI solutions over the cloud. He showcased a dictation solution which will draft a letter for patients and/or GPs once the patient has received treatment which they are currently testing in the children's hospital.

Dr. David Breen from UHG showcased the use of AI in detection of lung cancer with a solution developed in partnership with Philips which highlights abnormalities in lung scans. This again showed just how powerful AI is for medical imaging. With the partnership with Philips, they do not develop the AI models themselves but bring in best in class third party development companies to build these to work on their medical devices.

Tim Morthorst from EY came with a more technical perspective about the ethical and responsible use of AI and showcased the AI avatar of Fran Thompson as a virtual GP as he had shown at the eHealth away day back in March 2024. He outlined other innovations from history such as the sewing machine, the calculator and the hadron collider. In each case, fears were expressed around the perceived impact but what transpired were benefits that resulted in better outcomes.

Dr. Aidan Boran of Digital Gait Labs showcased the Gaitkeeper solution which can be used to help determine

the possibility of falls for people over the age of 65. By recording a video of them walking for just a few seconds it can highlight the potential underlying issues a patient may have. This solution is currently used in 8 facilities in Ireland to help clinicians detect early Alzheimer's in patients.

The clinician takes a video of a patient walking over a short distance, which only takes a few seconds. The AI model uses convolutional neural networks to measure 25 points on the person's body over the course of the video. The AI uses 60 images per second to measure the degree of the hip, shoulders and other points to determine a person's gait which is a clinical measure for the pattern of a person's movement.

Dr. Boran then went into more detail regarding some uses of technology within this solution. They alleviate patient concerns about being recorded as the solution creates a generated image of the individuals walk from the 25 points and creates a skeleton which cannot be identified and demonstrated this by showing an AI generated 'avatar' walking using Dr. Boran's own precise Gait measurements.

Lastly, Jonathon Hayes from PwC gave an excellent presentation on AI ethics, regulation and risk. A big takeaway from his presentation was the importance of understanding the risk associated with AI but also accepting that risk. His advice was that it is necessary to have a plan in place that covers all possibilities associated with AI but not to give into the fear of risk and so avoid AI at all costs. He provided strategies to navigate potential challenges while capitalising on AI's transformative potential.

This event underscored a unifying message: AI holds immense promise for healthcare, and by embracing ethical practices and innovation, the industry can unlock new possibilities for patient care.


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Speaker

CAMILA MUÑOZ GARCIA

Financial Advisor

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Technology & Transformation Community Health

Strengthening Collaboration in Specialist Palliative Care

By Níle O'Hagan,
Business Analyst, Technology & Transformation Community Health.



Photographed above from L-R: Dorothy Fitzgerald, Business Analyst; Marcella Alcock, Business Analyst; Cheryl Breen, Business Analyst; Patrick Keaveny, Senior Business Analyst; Níle O'Hagan, Business Analyst; Brenda Hughes, Business Analyst; and Siobhan Coleman, Business Analyst.

The Technology and Transformation Community Business Analysis (BA) team, in collaboration with Our Lady's Hospice and Care Services and Milford Care Centre, hosted a Specialist Palliative Care (SPC) Workshop on 11th December 2024, at the Midlands Park Hotel, Portlaoise. The event aimed to expand understanding of SPC patient care processes nationally while engaging SPC providers in the shaping a future Clinical Management System (CMS).

Opening and Purpose

The workshop was opened by Dr Lucy Balding, member of the National Steering Group and Consultant in Palliative Medicine at OLH&CS, who welcomed attendees and provided an overview of the SPC-CMS project to date. Dr Balding spoke about the importance of uniting clinical and administrative workflows into a cohesive system that reflects the diverse needs of SPC services nationwide.

Following this, Patrick Keaveny, Senior Business Analyst with Technology and Transformation, set out the structure and expectations for the day, emphasising that open dialogue and collaborative engagement were essential to the workshop and the wider project's success.

Interactive Sessions and Insights

The day was structured to encourage active participation and meaningful exchanges among attendees. Mixed

tables brought together representatives from different SPC providers, fostering diverse perspectives and shared learning.

Each table reviewed process maps already collected by the BA team from MCC and OLH&CS palliative care services (Phase 1 sites). These processes were chosen as a representative sample of current key SPC workflows. Facilitators from the Phase 1 sites guided the conversations, while Business Analysts collated exceptions and insights as attendees identified differences in processes presented. The focus was on managing by exception, highlighting key variances rather than commonalities.



The process maps, shared in advance, allowed attendees to prepare by consulting with relevant parties within their own sites. Over six sessions, attendees examined and discussed 28 different process maps, presenting their findings to the wider group after each

session. The room was a hive of activity as attendees shared insights, contributing to a collective understanding of SPC delivery across Ireland.

Key Learning Points

1. Some differences in SPC delivery were identified, reflecting localised practices and priorities, which are natural and valuable to acknowledge.
2. Core patient care processes were found to be largely consistent nationwide, providing a strong foundation for a unified CMS.

The enthusiasm and collaboration in the room underscored the commitment of SPC providers to improving care delivery and supporting the CMS project.

Closing and Next Steps

The workshop was a significant step in socialising the SPC-CMS project with providers across the country. The feedback gathered will now be analysed and collated to inform the design of a future CMS, ensuring it aligns with the realities of SPC delivery nationally.

Importantly, this workshop marks only the beginning of an ongoing process. Engagement and collaboration with SPC providers will remain central as the CMS project progresses. Together, this shared vision will enhance the delivery of palliative

care services and ensure the system meets the needs of providers and patients alike.

Explore photographs from the event on the next page, [and enjoy a photo reel here showcasing additional highlights from the day.](#)

Strengthening Collaboration in Specialist Palliative Care





Your Mental Health is Your Wealth Minding Your Wellbeing Programme Training for Technology and Transformation Staff.

By Sean Toner,
Training & Development.

The Minding Your Wellbeing Programme took place on Tuesday 12th November 2024, at the Richmond Education and Events Centre in Smithfield, Dublin.

Mental health and wellbeing have never been so important in our current fast paced working and home lives and staff do need support.

Technology and Transformation's Minding Your Wellbeing course is an evidence-based programme, focusing on the promotion of mental health and wellbeing. It provides a unique opportunity for everyone to learn and practice key elements on mental wellbeing such as mindfulness, gratitude, self-care and resilience.

When asked what they found most useful in this course, participants spoke of the wide breadth of subject areas covered and that the information received would be very beneficial, not only in their own lives but to encourage and influence their colleagues also.

Participants also noted the various group activities as a highlight of the session, as they were given the opportunity to network with Technology and

Transformation staff of all grades and disciplines, allowing them to share their experiences and make new connections.

The group participants also outlined their aim to apply the course learnings to their work and their personal lives, establishing a consistent routine of taking time to practice mindfulness and take care of themselves.

Overall, the feedback for this programme has been incredibly positive with a majority of delegates recommending that all staff attend this course as the experience and subject areas covered can provide invaluable learnings that will benefit them and the people around them.

This in-person one day workshop is held for Technology and Transformation staff and facilitated by our Training and Development department.

The course is available to Technology and Transformation staff members of all grades. We ask anyone interested in taking part in this course to keep an eye out for the advertisement of future dates and for more information you can contact the [Training & Development Team](#).

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**

TECHNOLOGY AND TRANSFORMATION



Technology and Transformation

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



Technology & Transformation Pets Corner



Meet Abby: The Golden Labrador Who Steals Hearts

Abby, a beautiful golden Labrador, celebrated her 12th birthday last November and she lives with Cara Thornton.

Abby is known for her sweet nature and quirky personality, she has become a cherished member of her family.



Abby's favorite places to explore include the beach, where she loves a good swim, and the Hill of Tara, which offers plenty of

room for her adventures. But her absolute favorite companion is Cara's grandad. The two are inseparable—true partners in crime, as close as two peas in a pod.

Like many Labradors, Abby has a one-track mind when it comes to food. She's always hungry and never misses an opportunity to beg for her favorite snack - toast! Her playful personality shines through in the way she loves to lie upside down when she's happy—a telltale sign of her contentment.

Abby enjoys her daily walks, although she's not the biggest fan of her harness. In fact, she often turns into a statue when it's time to put it on! Walks with Abby are an adventure of their own, as she takes her time sniffing every blade of grass along the way.

Her playful side doesn't stop there. Abby adores her well-loved teddy, despite its gaping hole from countless play sessions. She also has a mischievous habit of stealing socks, turning them into tug-of-war toys.

Abby's joyful spirit and loveable quirks make her a star in her family and a perfect addition to our Pets Corner. Happy belated birthday, Abby!

If you would like us to share your furry friend(s) and their stories in our Pets Corner feature, please contact us at [T&T Communications](mailto:communications.technologyandtransformation@hse.ie)



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War Horse at the Bord Gais Energy Theatre

The acclaimed National Theatre of Great Britain's production of 'War Horse' is coming to Bord Gáis Energy Theatre on 29th January 2025. Based on the beloved novel by Michael Morpurgo, this powerfully moving and imaginative drama, filled with stirring music and songs, is a show of phenomenal inventiveness.

To book tickets [visit Bordgaisenergy.ie](https://www.bordgaisenergy.ie)

Atlantic Irish Fest

Enjoy incredible local Irish music on the Wild Atlantic Way this month!

Taking place from January 18th to 22nd in Bundoran, County Donegal, this festival celebrates Irish culture with live music, cultural talks, and outdoor activities along the Wild Atlantic Way.

For more information, please visit [Atlantic Irish Fest](https://atlanticirishfest.com).



Medieval Mile Trail

Kilkenny City has a rich medieval heritage visible throughout its narrow and cobbled streetscapes, and historical buildings and landmarks.

Ireland's Medieval Mile runs from 'Castle to Cathedral' in the City and this discovery trail is an ideal way to enjoy the compactness of Kilkenny City on foot. Linking the 13th Century St Canice's Cathedral and the Anglo-Norman castle, the Medieval Mile takes in everything in between.

[For more information, please visit Outdoorkilkenny.ie](https://www.outdoorkilkenny.ie)



Vintage Tea Trips

Hop on board the 1960s vintage bus and be transported through Dublin city all the while indulging in afternoon tea and listening to the Irish art of storytelling with our semi guided tour.

[To book tickets, please visit Vintageteatrips.ie](https://www.vintageteatrips.ie)