



Oifig an Phríomhoifigigh  
Teicneolaíocht agus Claochlú  
agus an Leas-  
Phríomhfheidhmeannach

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## Memo

**To:** HSE Senior Leadership Team - for onward distribution as appropriate

**CC:** Jo Shortt, Assistant National Director, Organisational Change

**Date:** 3<sup>rd</sup> November 2025

**Re:** Health Regions Reform: Phased transition to the Integrated Service Delivery Model from 04/11/2025

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Dear colleagues,

This correspondence sets out the next steps for the continued transition to the agreed Integrated Service Delivery (ISD) structures and ways of working within Health Regions from 4<sup>th</sup> November 2025.

The Health Region reforms and associated structural changes are focused on creating a more person-centred, equitable, and efficient health service in Ireland, delivered through integrated, regionally managed care. Over the past two years, we have focused on the establishment of the Regions and completing the necessary design work to achieve the benefits set out in Sláintecare. We are now at an important stage of the implementation process as we transition to the new governance arrangements over the coming months.

This phased transition from November to March 2026 will be managed with patient/service user safety as a central principle. Each Health Region is outlining to their staff the significant changes and transition activities to be taken over the coming weeks, (working with the support of the Organisational Change Unit and National HR) including proposed date(s) for transfer to the new governance structures.

From November 4<sup>th</sup> the focus will be:

- Completing the HR processes within the Integrated Healthcare Areas (IHA) for IHA Service Leads (Heads of Service) and General Managers.
  - Confined competitions for posts not identified for reassignment through the above process will follow. While competitions will be regionally managed, a single consistent approach will apply across all Health Regions.
  - Open competitions will take place for posts that remain unfilled.
- Completion of remaining design and implementation planning
- Completion of ongoing work around due diligence within and across Regions.
- Building the capability for team based integrated working

Some Regions are expected to progress to the full implementation (go live) of the new model at an earlier date than others. As agreed by the CEO and Health Region Steering Group, the beginning of March 2026 will be the key milestone when the full transition is completed. This phased approach also ensures safe transition during the peak winter period. As previously agreed, the Mid-West Health Region transition will progress at a later date – however all of the required preparation and planning will continue in line with national guidance.

To ensure continuity and safety, the transfer of accountabilities will be carefully managed. Within Regions and IHAs, due diligence and change management activities will continue to ensure those taking up new roles are clear on their responsibilities. This process will continue to be supported by regional EMT colleagues including Regional Directors of People and Change and Innovation Hub teams, with support



from National HR and the Organisational Change Unit. The level of interdependency between some regions is significant given the geographical realignment of services and this will require particular focus during transition.

Over the coming weeks, REO and IHA Managers will continue to share further details including regional planning, timelines, and due diligence processes.

Again, we would like to thank you for your ongoing commitment to supporting this very significant change process. We know that you are focused on maintaining service continuity, quality and safety for patients and service users. The Health Region reforms and associated structural changes are a core element of Sláintecare and together we can continue to build strong foundations that will sustain us into the future as we continue to deliver more integrated services to meet the needs of local populations and communities.

Yours sincerely,

A handwritten signature in blue ink that reads 'Damien McCallion'.

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Damien McCallion

Deputy CEO and Chief Technology  
and Transformation Officer

A handwritten signature in blue ink that reads 'Anne Marie Hoey'.

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Anne Marie Hoey

Chief People Officer