

**Enabling Innovation and  
Integration in Healthcare Delivery:**  
2<sup>nd</sup> Modernised Care Pathways  
Implementation Event

Clayton Hotel, Cardiff Lane  
November 30<sup>th</sup>, 2023



*#Modernisedcarepathways*



### **Mr Bernard Gloster**

Chief Executive Officer, HSE

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

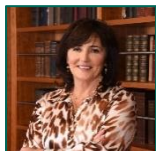


### **Dr Colm Henry**

Chief Clinical Officer, HSE

Dr Colm Henry has been Chief Clinical Officer in the HSE since April 2018. He previously was the National Clinical Advisor and Group Lead for Acute Hospitals from 2014 to 2018, National Lead for the Clinical Director Programme from 2012 to 2014, and Clinical Director of the Mercy University Hospital Cork from 2009 to 2012. Prior to that, he worked as a Consultant Geriatrician at the Mercy University Hospital.

As Chief Clinical Officer, he is responsible for aligning clinical expertise and leadership across the healthcare system from service and policy design to planning and implementation. A core function of the post is the design and implementation of clinical models of care to respond to and meet the challenges of healthcare in the 21st century. Dr Henry is accountable for key national services such as the National Cancer Control Programme, National Screening Service, and Public Health. He led the clinical response within the HSE to the COVID-19 pandemic, providing clinical leadership to the HSE vaccine programme and its rollout in Ireland. The implementation of Modernised Care Pathways is progressing under his governance.



### **Ms Deirdre McNamara**

Director of Strategic Programmes, Office of the Chief Clinical Officer, HSE

Deirdre McNamara is the Director of the Strategic Programmes Office, which provides structured support and leadership in the delivery of key programmes that drive change in the provision of healthcare in Ireland, under the remit of the Chief Clinical Officer. These programmes of work involve senior stakeholder management, unite core competencies in the operational and clinical environments, and comprise major change management initiatives that span the HSE system wide. Deirdre provides programme leadership for a range of collaborative strategic programmes including: the Modernised Care Pathways Implementation Programme, the National Perioperative Patient Pathway Enhancement Programme, the establishment of Acute Virtual Wards, the Implementation of the National Strategy for Accelerating Genetic and Genomic Medicine, and the National Diagnostic Radiology Review.

### **Endocrinology, Respiratory, Cardiology**



### **Professor Derek O'Keeffe**

National Clinical Lead for Diabetes, HSE

Professor Derek O'Keeffe holds dual first-class honours degrees and dual doctorates in Medicine and Engineering. He was a Fulbright Scholar at Harvard, a Green Templeton Scholar at Oxford and is a graduate of the Endocrinology Clinical Fellowship at the Mayo Clinic. As well as multiple academic publications, he holds biomedical patents and several international research prizes. He is an internationally recognised key opinion leader in digital-health (e.g., NASA / WHO) and is the HSE National Clinical Lead for Diabetes. He has travelled in over 100 countries and was awarded 'The Outstanding Young Person of the World' by Junior Chamber International. He currently works as a Consultant Physician (Endocrinologist) at University

Hospital Galway and is the Professor of Medical Device Technology at the University of Galway.



### **Dr Stanley Miller**

**National Clinical Lead for Respiratory, HSE**

Dr Stanley Miller is a graduate and scholar of Trinity College, Dublin and is a Fellow of the Royal College of Physicians of Ireland. He has a background in basic science research relating to alpha-1 antitrypsin deficiency and was awarded his MD by the National University of Ireland in 2008. He was a European Respiratory Society Research Fellow in non-invasive ventilation at St. James' University Hospital, Leeds from 2007 to 2009, and subsequently spent 11 years as a Consultant Respiratory Physician at St. James' University Hospital, Leeds where he was Lead Respiratory Physician for the Leeds Integrated COPD Service and the Leeds Virtual Respiratory Ward. His clinical subspecialty interests include Integrated Respiratory Care, COPD and Alpha-1 antitrypsin Deficiency, Non-invasive ventilation and Sleep, and Interventional Bronchoscopy (EBUS and Endobronchial Valve placement). He is a Consultant Respiratory Physician at Mater Misericordiae University Hospital / CHO9, Associate Clinical Professor, UCD School of Medicine, Vice-Chair of the Irish Thoracic Society Tobacco Control Advisory Group, and has been the HSE National Clinical Lead for Respiratory since August 2022.



### **Professor Ken McDonald**

**National Clinical Lead, HSE National Heart Programme**

Professor McDonald is Clinical Professor at UCD and Consultant Cardiologist at St Vincent's Healthcare Group. He graduated from UCD in 1981 and carried out his cardiology training in Ireland and the University of Minnesota, USA. He went on staff in the Department of Cardiology in Minnesota in 1991, returning to Ireland in 1998 to take up his present position. Professor McDonald has a subspecialty interest in heart

failure, in particular in prevention of heart failure, biomarkers and health care delivery in this area. He has been the Director of the Heart Failure and STOPHF units at St Vincent's and St Michaels since their development. He has authored in excess of 200 papers. He is a former President of the Irish Cardiac Society and is presently National Clinical Lead of the HSE's National Heart Programme.



### **Dr Siobhán Ní Bhriain**

National Clinical Director, Integrated Care, HSE

Dr Siobhán Ní Bhriain has been the HSE's National Clinical Director for Integrated Care since February 2020. Her role is to lead the HSE Clinical Design and Innovation (CDI) team, who support the thirty HSE National Clinical Programmes. Siobhán is particularly interested in the development of integrated care pathways across the continuum of care for patients and has worked closely with colleagues in various settings to develop care pathways within acute and community services and between those services. Siobhán also leads on other workstreams for the CCO, including the implementation of the Assisted Decision-Making Act and the HSE's Climate Action Plan. She is a Fellow of the Royal College of Physicians of Ireland, a Member of the Royal College Physicians of London, the Royal College of Psychiatrists, the College of Psychiatry of Ireland and completed an MSc in Leadership in RCSI in 2019.

## **Enablers of Integrated Care Delivery: Digital Innovation and Capacity**



### **Professor Richard Greene**

Chief Clinical Information Officer (CCIO), HSE

Professor Richard Greene, a graduate of Trinity College Dublin, gained much of his clinical experience at the Coombe Women's and Infants' University Hospital, Dublin and as a Fellow in Maternal-Fetal Medicine in Thomas Jefferson University Hospital, Philadelphia, USA. He is a Consultant in Obstetrics and Gynecology; Director of the National Perinatal



Epidemiology Centre (NPEC) and Professor of Clinical Obstetrics, University College Cork. He is the HSE's CCIO working between the Office of the Chief Information Officer and the Office of the Chief Clinical Officer, assisting the multidisciplinary working for a digital health future.

His digital health experience includes concept to go-live of a National Electronic Health Record for maternity services and he remains centrally involved in the Maternal Newborn Clinical Management System project team; development of the business case for a National EHR, the Covid Care Tracker System in March 2020 and various other projects in digital health over the last 2 years. He believes digital data and information flow between patients/service users and healthcare staff is the key enabler for healthcare transformation in Ireland.

### Increasing Healthcare Efficiency and Reducing Waiting Lists



#### **Ms Loretto Grogan**

National Chief Nursing and Midwifery Information Officer, HSE  
Loretto is the National Chief Nursing and Midwifery Information Officer working in the National Digital Health Clinical Office.

The purpose of her role is to provide leadership and strategic direction for nursing and midwifery in conjunction with her multi-professional leaders in digital health; ensure clinical practice is fully supported by the use of digital technology and data science; and the clinical workforce are empowered to practice and lead in a digitally enabled healthcare system now and into the future. She believes connected digital health can make all our lives better and delivering an enabling architecture to support Ireland's overarching vision for healthcare, which is Sláintecare, is a fundamental driver for her role.

She started her career training to be a Registered General Nurse in Beaumont Hospital and since then has undergraduate studies in information systems and an MSc in Health Informatics from Trinity College, Dublin in addition to further studies in statistics, health economics, project management, and health

innovation. She is published in a number of peer review journals and is a contributing author to a number of books. Loretto has extensive experience working across health services and has worked in a variety of clinical, management, research, project management, data analytics, quality improvement and leadership roles. She is a professional member of the Irish Computer Society.



### **Professor Deborah McNamara**

**National Clinical Lead, National Clinical Programme for Surgery**

Professor Deborah McNamara is a Consultant General and

Colorectal Surgeon at Beaumont Hospital, Dublin; Clinical

Professor in Surgery at the Royal College of Surgeons in Ireland; Co-Lead of the National Clinical Programme for Surgery and Vice President at RCSI. She has deep experience of leading large-scale healthcare improvement programmes in areas including rectal cancer, endoscopy, operating theatre efficiency, surgical care pathways and through development of models of care for surgical specialties. As chair of the RCSI Short Life Working Group on Gender Diversity in Surgery, she authored the PROGRESS report (2017), an ambitious vision of change for the profession of surgery. Most recently, she chaired the SLWG on the provision of emergency surgery leading to the publication, 'Surgery for Ireland'.



### **Mr Charlie Dineen**

**Technical Lead for Healthcare Quality Improvement National**

**Clinical Programme in Surgery**

Charlie Dineen is Technical Lead for Healthcare QI, National

Clinical Programme in Surgery, Department of Surgical Affairs, RCSI. Charlie has extensive experience in Change Leadership, Operations Management and Improvement Science across Healthcare, Higher Education, and Industry. With a Master Black Belt in Lean Sigma, he specialises in programme design, development and delivery, primarily based on systems engineering and lean

methodology. Charlie is a strong advocate for incorporating management structures and management systems in improvement activity to ensure sustainment and growth.



### **Ms Sinéad Boran**

National Clinical Advisor, National Clinical Programme for Trauma and Orthopaedic Surgery

Sinéad is a Consultant Trauma and Orthopaedic Surgeon who was appointed to Cork University Hospital and South Infirmity Victoria Hospital in 2012. Having graduated from University College Dublin, she completed her specialist orthopaedic training under the auspices of The Royal College of Surgeons in Ireland. She gained further subspecialty fellowship training in both North America and Canada.

### **Notes**



## Keynote Session

### Leadership Saves Lives: Challenges of Clinical Leadership in Times of Change



**Mr Peter Lees** MBE, MB, ChB, MS, FRCS, SFFMLM, Former Chief Executive of the UK Faculty of Medical Leadership and Management (FMLM)

Peter Lees is the former Chief Executive of the UK Faculty of Medical Leadership and Management (FMLM), having led the

foundation of the organisation (from 2011) at the request of the UK Medical Royal Colleges and the Academy of Medical Royal Colleges. He retired in 2023. In 12 years, he oversaw the growth in membership to over 2,500 and the establishment of the first UK Standards of Medical Leadership and Management and accompanying fellowship scheme to support benchmarking of medical leadership performance. He led the transition of FMLM to become an independent charity in 2019 and headed the establishment of the co-owned journal *BMJ Leader* and the annual FMLM international leadership conference. He also led the establishment and growth of the national and regional medical and multi-professional clinical fellowship schemes.

Previously, he combined a career in neurosurgery with senior roles in operational management and leadership development at trust, regional and national levels and in global health. His last NHS role as Medical Director, Director of Workforce and Education and Director of Leadership at NHS South Central Strategic Health Authority. Previously he was Medical Director and Senior Lecturer in Neurosurgery at the University of Southampton.

He is a Fellow of the Royal College of Surgeons of England, a Senior Fellow of the Faculty of Medical Leadership and Management, Honorary Fellow of the Academy of Medical Educators, and a former Fellow of the Royal College of Physicians of London. He was awarded an MBE for services to medical leadership in the Queen's Birthday Honours List in 2021.

## Nephrology



### **Professor George Mellotte**

National Clinical Lead for Renal Services

Professor George Mellotte is Clinical Professor of Nephrology, School of Medicine, Trinity College Dublin and Consultant Nephrologist to St James's Hospital and Tallaght University Hospital, Dublin since 1995. A graduate of National University of Ireland, Galway, he trained in nephrology in Dublin and London. He has a M.Sc. in Biochemistry from King's College, University of London.

He is National Clinical Lead for Renal Services since November 2018. Over the past 5 years, he has directed the National Renal Office and secured a significant expansion in support for renal services.

His main research interest is in peritoneal dialysis and anaemia management. He has served on a several National and International clinical advisory boards and research groups. He was chair of the LOC for the EuroPD conference held in Dublin in 2017. He is currently involved in a European Nephrology Advocacy group for assisted home dialysis.



### **Ms Emer Kenny**

Advanced Nurse Practitioner, Nephrology Services, Tallaght University Hospital

Emer Kenny is an ANP, RNP in Renal Home Therapies and Self Care Unit in Tallaght University Hospital. A nursing graduate of The Meath Hospital Dublin, Emer worked in the Royal London Trust where she completed her Renal Course. Emer returned to Dublin and worked in Tallaght University as Clinical Nurse Manager 2 in Haemodialysis and in St Vincent's University Hospital as a Clinical Nurse Specialist, setting up the Peritoneal Dialysis Unit while also incorporating Chronic Kidney Disease.

In 2021, Emer gained an MSc in Advanced Nurse Practice and Nurse Prescribing from University College Dublin. Emer is former president of the Irish Nurses Nephrology Association (INNA) and Brand Ambassador to European Dialysis transplant Association (EDTNA). Emer has a special interest in Renal Supportive/Palliative Care patient management.

### **Service User Guest**

*The Strategic Programmes Office wishes to extend a very warm thanks to our service user guest for sharing their insights with us today.*

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### **Notes**

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# Agenda

9:30-10:00	<b>Registration</b>	
10:00-10:20	<b>Opening Address</b>	Mr Bernard Gloster Dr Colm Henry
10:20-10:30	<b>Overview of Modernised Care Pathways</b>	Ms Deirdre McNamara
10:30-11:30	<b>Endocrinology Respiratory Cardiology</b>	Professor Derek O’Keeffe Dr Stanley Miller Professor Ken McDonald Dr Siobhán Ní Bhriain
11:30-11:50	<b>Refreshment Break</b>	
11:50-12:15	<b>Enablers of Integrated Care Delivery: Innovation and Capacity</b>	Professor Richard Greene
12:15-13:15	<b>Increasing Healthcare Efficiency and Reducing Waiting Lists</b>	Ms Loretto Grogan Professor Deborah McNamara Mr Charlie Dineen Ms Sinéad Boran
13:15-14:00	<b>Lunch</b>	
14:00-15:05	<b>Keynote Session: Leadership Saves Lives: Challenges of Clinical Leadership in Times of Change</b>	Mr Peter Lees Introduction by Dr Colm Henry
15:05-15:55	<b>Nephrology</b>	Professor George Mellotte Ms Emer Kenny Service User Guest
15:55-16:00	<b>Event Close</b>	Dr Colm Henry

Please direct queries about the national implementation of Modernised Care Pathways to: [StrategicProgrammes.CCO@hse.ie](mailto:StrategicProgrammes.CCO@hse.ie)



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