



NB: Draft agenda – Subject to some change

Day 1 – Wednesday 15th October

08.15 –
09.15

BREAKFAST FRINGE SESSIONS

F1 Glen Suite

Managing the societal change needed to move from analogue to digital

F2 Glen 1-2

Reset: Strong boardroom leadership

F3 Glen 3-4

Neighbourhood health: Engaging you in our new approach

F4 Gransha Suite

Health inequalities: At the heart of healthcare reform?

F5 Riverview 1

Celebrating 10 years of ADEPT: Building clinical agency together

F1: Glen Suite

Managing the societal change needed to move from analogue to digital | Supported by CGI

In July 2025, the Minister published the HSC Reset Plan, stating that system reform required a concerted focus on prevention, health literacy, and empowering people to manage their own health. If we are to embrace digital as an enabler to the plan, it will be essential to ensure individuals can play a greater role in their care, engage with the HSC more effectively, and make informed decisions about preventing ill-health, managing their conditions while enabling them to stay safe and well at home, using technology. Join DHCNI and CGI for this breakfast session to discuss what societal change is needed to make this happen and how, as leaders from across the HSC, we can facilitate the necessary change.

Session Chair: Eddie Ritson, Director of Digital Transformation & Innovation, Digital Health & Care Northern Ireland (DHCNI)

- **Justene Ewing**, Vice President Health and Care, CGI
- **Joanne Vance**, Director, Community Development & Health Network (CDHN)

F2: Glen 1-2

Reset: Strong boardroom leadership

NHS England has recently called on boards to actively challenge local delivery plans. This focus on boards is echoed in the HSC Reset Plan which calls for strong boardroom leadership, whereby “our Chief Executives and Chairs are at the centre of leading and driving this agenda, both in their local area and at a regional level”. To support us consider what this change in tone could mean for the HSC, in this session, we invite boardroom leaders and some visiting guests to join us for this important conversation as we challenge ourselves to reset. What opportunities are there to improve?

Session Chair: Eileen Mullan CDir, Chair, Southern HSC Trust; Founder, Boardroom Apprentice

- **Mike Farrar**, Permanent Secretary, Department of Health
- **Dorinnia Carville**, NI Comptroller & Auditor General, NI Audit Office (NIAO)
- **Thea Stein**, Chief Executive, Nuffield Trust



F3: Glen 3-4	<p>Neighbourhood health: Engaging you in our new approach Supported by Specsavers</p> <p>Many health and care systems are adopting neighbourhood-based models to better meet the needs of local populations and developing this approach in Northern Ireland will form a key part of the wider HSC Reset. In this breakfast engagement session, we will set out the early thinking on this new model, drawing on learning from other systems. Join the conversation as we begin to shape a locally tailored, community-focused approach to integrated care.</p> <ul style="list-style-type: none"> • Prof Cathy Harrison, Chief Pharmaceutical Officer, Department of Health • Gearóid Cassidy, Director of Primary Care, Department of Health • Matthew Taylor, Chief Executive, NHS Confederation • Stephen McAndrew, Director of NHS Services, Specsavers
F4: Gransha Suite	<p>Health inequalities: At the heart of healthcare reform? Supported by The Joseph Rowntree Foundation In association with the Chief Executives' Forum</p> <p>In this session, we invite a range of system leaders in the HSC and beyond to join us in a conversation with leading health equity expert Professor Michael Marmot to explore the progress of 'Marmot Places', where over 50 cities across the UK have embraced the challenge of addressing the social determinants that drive health inequalities. We will then explore the opportunities to embed the eight Marmot principles into the Reset Plan, as well as broader strategies such as the Programme for Government and the Anti-Poverty Strategy, to support our collective work and empower a strong progressive social movement in NI.</p> <p>Session Chair: Ursula O'Hare, Head of NI, Joseph Rowntree Foundation</p> <ul style="list-style-type: none"> • Prof Sir Michael Marmot, Director, Institute of Health Equity, University College London (UCL) • Dr Joanne McClean, Director of Public Health, Public Health Agency (PHA) • Judith Gillespie, Chair, Chief Executives' Forum • Hashum Mahmood, Senior Policy Adviser - Population Health, NHS Confederation
F5: Riverview 1	<p>Celebrating 10 years of ADEPT: Building clinical agency together In association with NIMDTA and the Academy of Medical Royal Colleges</p> <p>Launched in 2015 by NIMDTA, the ADEPT Clinical Leadership Fellows Programme has supported a decade of developing clinical leadership across the HSC. To mark 10 years of the programme and help us continue the journey, we invite you to celebrate this milestone with us, as we reflect on the programme's achievements to date. In true NICON style, turning the tables, our mid-career clinicians will lead the conversation with senior HSC leaders, exploring what changes we need to see now to build an empowered workforce, specifically focussing on building clinical agency.</p> <p>Session Chair: Dr Camille Harron, Postgraduate Medical Dean/Director of Education & Medical Director, NI Medical & Dental Training Agency (NIMDTA)</p> <ul style="list-style-type: none"> • Dr Jeanette Dickson, Chair, Academy of Medical Royal Colleges • Dr Jude Tweedie, Consultant Cardiologist, Southern HSC Trust; Research Fellow and Postgrad Tutor, UCL



**Northern Ireland
Confederation**
for Health and Social Care

Conference
& Exhibition **2025**

NICON25: Reset | Shaping Health and Social Care for the Future

15-16 October 2025 | La Mon Hotel, Belfast

	<ul style="list-style-type: none"> • Shane Carmichael, Lecturer in Healthcare Leadership and Change, UCL; OD & Leadership Practice Lead, Kaleidoscope Health and Care • ADEPT Fellows 2025-26 and senior clinicians
08.45 – 09.30	Exhibition & Networking
09.30 – 09.45 Main Auditorium M1	<p>Welcome and opening remarks</p> <p>In this first mainstage session, we welcome delegates and set out our aspirations for the conference as we come together to focus on reset to shape health and care for the future. To inspire us, we are delighted to open with the thoughts and ideas of our young people, supported by the office of the NI Commissioner for Children and Young People.</p> <ul style="list-style-type: none"> • Donna Traynor, Compère • Jonathan Patton, Chair, NICON; Chair, South Eastern HSC Trust • NICCY Youth Panel: Our View of the Future
09.45 – 10.00 Main Auditorium M2	<p>Ministerial address</p> <p>Mike Nesbitt MLA, Minister of Health NI has called for 2025 to be a “watershed year”, representing a turning point in how we meet rising demand and drive productivity across the system. We are delighted to welcome Minister Nesbitt back to conference to share his ambition and ask of the system in this extremely challenging fiscal environment.</p> <ul style="list-style-type: none"> • Mike Nesbitt MLA, Minister of Health for Northern Ireland, Department of Health
10.00 – 10.40 Main Auditorium M3	<p>Health equity: At the heart of our Reset</p> <p>Addressing health inequity has been identified as a key Ministerial and Executive priority, crucial not only to driving better population health outcomes, but also to building a fairer future for all. In this session, we are delighted to hear from distinguished expert, Professor Sir Michael Marmot, on how we ensure that tackling health inequalities is at the heart of our change programme.</p> <ul style="list-style-type: none"> • Prof Sir Michael Marmot, Director, Institute of Health Equity, University College London (UCL)
10.40 – 11.15 Main Auditorium M4	<p>Health on the Line: Shaping the Reset in Northern Ireland</p> <p>Matthew Taylor hosts a prominent ‘Health on the Line’ podcast, widely listened to by health and care leaders across the NHS. In this session, Matthew will host an in-depth interview with Mike Farrar on resetting health and social care and why he believes the system in Northern Ireland can be world leading!</p> <ul style="list-style-type: none"> • Matthew Taylor, Chief Executive, NHS Confederation • Mike Farrar, Permanent Secretary, Department of Health
11.15 – 11.45	Exhibition & Networking



11.45 – 12.45	PARALLEL SESSIONS				
P1 Main Auditorium Resetting our approach to prevention: What is our call to action?	P2 Glen Suite People as Partners: A new relationship with the public?	P3 Glen 1-2 Neighbourhood health: Turning the digital dial	P4 Glen 3-4 All-Island health and social care collaboration and learning	P5 Riverview 1 Transformation in primary care	P6 Riverview 2 Mental health: Refocusing priorities
P1: Main Auditorium	<p>Resetting our approach to prevention: What is our call to action? In association with the PHA</p> <p>The Reset Plan, published in July 2025, sets out a reinvigorated approach to prevention, calling on us to work more as a ‘whole system’, embedding a preventative approach into all we do. In this session, we will hear an overview of work underway to progress this renewed focus and explore how some leaders are thinking about their work in this context. You will then have an opportunity to reflect on what this means for your everyday work and what you can do to nurture your preventative mindset.</p> <p>Session Chair: Peter Toogood, Deputy Secretary, Department of Health</p> <ul style="list-style-type: none"> • Aidan Dawson, Chief Executive, PHA • Marion Laverty, Head of Public Affairs, The Association of the British Pharmaceutical Industry (ABPI) • Gillian Lewis, Head of NI Health Collective, CO3 • Dr Chris Hagan, Medical Director, Belfast HSC Trust 				
P2: Glen Suite	<p>People as Partners: A new relationship with the public? Supported by EY</p> <p>As health and care systems begin to reimagine their relationships with the public, the emerging evidence indicates the importance of adopting a ‘do <i>with</i>’ not ‘do <i>to</i>’ approach. In this session, we will set out key recommendations from our new ‘People to Partners’ thought paper, which explores how we might develop a tailored approach for NI. Join us for this important conversation on the collaborative advantage in developing a new relationship with the public in delivering not just improved health outcomes, but broader public sector goals.</p> <p>Session Chair: Dr Ronan Glynn, Health Sector Lead, EY Ireland</p> <ul style="list-style-type: none"> • Ruth Sutherland CBE, Chair, Patient Client Council (PCC) • Jennifer Welsh, Chief Executive, Belfast HSC Trust • Patrick Gallagher, Head of the Delivery Unit, The Executive Office • Matthew Taylor, Chief Executive, NHS Confederation • A range of key stakeholders 				
P3: Glen 1-2	<p>Neighbourhood health: Turning the digital dial In association with DHCNI</p> <p>Neighbourhood health aims to create healthier communities, helping people of all ages live healthy, active and independent lives for as long as possible while improving their experience of health and social care, and increasing their agency in managing their own care. This will be achieved by better</p>				



	<p>connecting and optimising health and care resource through three key shifts at the core of the government’s health mission. Join DHCNI to discuss how digital pathways and supporting information sources can drive forward the recommendations and commitments of the neighbourhood health model.</p> <p>Session Chair: Dr Paul Rice, Chief Digital Information Officer, Department of Health</p> <ul style="list-style-type: none">• Eddie Ritson, Director Digital Transformation & Innovation, DHCNI• Claire Büchner, Assistant Director, Digital Health & Nursing, DHCNI• Ruth Gray, Assistant Director, Quality Improvement & Innovation, South Eastern HSC Trust• Siobhan Casey, Commissioner for Older People for NI
P4: Glen 3 - 4	<p>All-Island health and social care collaboration and learning Supported by CAWT (Co-operation and Working Together) Partnership</p> <p>While cross-border collaboration is certainly not new, in the face of rising pressures and with new structures in the HSE, this session brings together members of the recently established all-Island Chief Executive Officer (HSCNI) and Regional Executive Officer (HSE) Forum, who will set out their plans for greater all-island health and social care shared learning and cooperation. Join this session to find out how colleagues are building a stronger platform for collaboration and investing in learning together to access wider opportunities, building on the work of CAWT over many years.</p> <p>Session Co-Chairs: Roisin Coulter, Chief Executive, South Eastern HSC Trust and Damien McCallion, Chief Technology & Transformation Officer and Deputy Chief Executive Officer, Health Service Executive (HSE)</p> <ul style="list-style-type: none">• Pat Healy, National Director, National Services and Schemes, HSE; Director General, CAWT• Maxine Paterson, Chief Executive, NI Ambulance Service HSC Trust (NIAS)• Robert Morton, Director, National Ambulance Service, HSE• Wider Forum members
P5: Riverview 1	<p>Transformation in primary care Supported by Optum</p> <p>Primary care is under extraordinary strain. With excessive service pressures, rising demand, and a high-profile contractual dispute placing unprecedented stress on GPs and their teams - and indeed across the wider system - these challenges are being felt acutely as we head into the winter months. However, in this difficult context, opportunities are emerging: to build on existing innovations, to roll out the next phase of multidisciplinary teams, and to invest in a new neighbourhood care model – all focused on reimagining services for the future. How do we build on these opportunities against the current backdrop?</p> <p>Session Chair: Indra Joshi, Director of Strategic Engagement, Optum</p> <ul style="list-style-type: none">• Dr Duncan Gooch, Chair, Primary Care Network, NHS Confederation• Tracey McCaig, Chief Operating Officer, Strategic Planning and Performance Group (SPPG), Department of Health• Prof Cathy Harrison, Chief Pharmaceutical Officer, Department of Health



	<ul style="list-style-type: none"> Dr Siobhán McEntee, Primary Care Network Lead, NICON 				
P6: Riverview 2	<p>Mental health: Refocusing priorities</p> <p>This session provides an opportunity to discuss the Department’s Review of Deliverability of the Mental Health Strategy and the development of a Regional Mental Health Service in the context of the Reset agenda. With a focus on workforce and crisis care, this session will examine how this work supports a regionally consistent, community-based model aligned with the transformational primary care MDT model and the neighbourhood model of care. We will also launch the new Psychological Professions Forum, a collaborative platform to strengthen the psychological workforce, foster professional identity and leadership, and embed psychological services across community and secondary care.</p> <p>Session Chair: Heather Stevens, Director of Mental Health, Department of Health</p> <ul style="list-style-type: none"> Rodney Morton, Associate Consultant, HSC Leadership Centre Prof Nichola Rooney, Chief Psychological Professions Officer, Department of Health Ciara McKillop, Director of Community Care, SPPG, Department of Health 				
12.45 – 2.15	Lunch, Exhibition & Networking				
1.00 – 1.55	LUNCH FRINGE SESSIONS				
	<p>F6 Glen Suite Hospital@Home: Smart, sustainable hospital showcase</p>	<p>F7 Glen 1-2 Getting creative to optimise our cancer care pathways</p>	<p>F8 Glen 3-4 Professional leadership in digital practice: Accessing the benefits</p>	<p>F9 Riverview 1 Resetting our workplace culture: Embedding best practice</p>	<p>F10 Riverview 2 Reimagining the operational backbone of the HSC: The equip programme</p>
F6: Glen Suite	<p>Hospital@Home: Smart, sustainable hospital showcase <i>Supported by BT</i></p> <p>Hospital@Home offers a new way of working which supports system shifts. In this session, we will hear about the emerging lessons in England, explore the key learning from a recent review of local pilots and delve into the practical experiences in the South Eastern HSC Trust. Following these inputs there will be ample time to explore with delegates the opportunities for progressing this model in NI.</p> <p>Session Chair: Jenny Keane, Director of Urgent Care, NHS England</p> <ul style="list-style-type: none"> Brian Beattie, Director of Adult Community Service, Southern HSC Trust Dr Andrew Kerr, Cardiology Lead, Lagan Valley Hospital, South Eastern HSC Trust Ruth Gray, Assistant Director, Quality Improvement & Innovation, South Eastern HSC Trust 				



F7: Glen 1-2	<p>Getting creative to optimise our cancer care pathways Supported by Novartis</p> <p>With significant pressures on cancer care services and a limited budget for further investment, colleagues are increasingly embracing collaborative working and creative approaches to enhance the patient pathway, maximise efficiency and optimise workforce capacity. In this session, we set out the context and discuss the creation of a regional Breast Cancer assessment waiting list. Join us to find out more and explore wider lessons for the system.</p> <p>Session Chair: Paul Cavanagh, Director of Hospital Services, SPPG, Department of Health</p> <ul style="list-style-type: none">• Jean Frizzell, Temporary Cancer Programme Director, SPPG, Department of Health• Ruth Johnston, Consultant Breast Surgeon, South Eastern HSC Trust; Clinical Reference Group Lead for Breast Services, NI Cancer Network (NICaN)• Lorna Nevin, Nursing Consultant for Cancer, PHA; Lead Nurse, NICaN• Danny Moore, Strategic Accounts Director, Novartis
F8: Glen 3-4	<p>Professional leadership in digital practice: Accessing the benefits Supported by GS1</p> <p>As Northern Ireland celebrates the ground-breaking achievement of rolling out the encompass Programme across all Health and Social Care Trusts, we know the next key priority is to leverage the benefits of this system. In this session, led by the encompass Professional Leads (CXIO) Council, we explore what this group of leaders are already doing to support this work, the importance of professional digital leadership for the future leverage of benefits and explore with visiting clinical leaders' wider opportunities for progress.</p> <p>Session Chair: Dr Dermot Hughes, SRO, encompass</p> <ul style="list-style-type: none">• Dr David Wilson, Co-chair, encompass Professional Leads Council• Angela Reed, Co-chair, encompass Professional Leads Council• Sir Terence Stephenson, President, GS1 UK• Dr Natasha Philips, Founder, Future Nurse; Clinical Advisory Board, BT
F9: Riverview 1	<p>Resetting our workplace culture: Embedding best practice Supported by GMC & NMC</p> <p>There is an established body of evidence demonstrating the harmful impact of poor workforce culture on staff morale, productivity, and patient safety. Over the last year, we have witnessed the impact of this in some of our organisations. In this session, we will focus on how to build good workplace culture - The GMC and NMC will discuss their early intervention training programme, and we will hear about ongoing cultural reviews and other good practice. We invite you to join the conversation on how we can collectively address unprofessional behaviours and focus on resetting our workplace culture to support safe outcomes for patients.</p> <p>Session Chair: Vivienne Toal, Director of HR and Organisation Development, Southern HSC Trust</p> <ul style="list-style-type: none">• Claire Andrews, NI National Head, General Medical Council (GMC)



	<ul style="list-style-type: none"> • Charlotte Eimer, Assistant Director, Culture Change & Transformation, Nursing & Midwifery Council (NMC) • Linda Kelly, Chief Executive, NI Practice & Education Council for Nursing & Midwifery (NIPEC) • Dr Anita Smyth, Director of Hospital Specialty Training and Professional Development, NI Medical & Dental Training Agency (NIMDTA) • Melanie Venables, Director of Policy and Communications, Professional Standards Authority 				
F10: Riverview 2	<p>Reimagining the operational backbone of the HSC: The equip programme <i>Supported by Deloitte</i></p> <p>If encompass changed everything for the “front-end” of the HSC, Equip will do the same for the “engine room” of HR, Finance, Procurement and Logistics and Payroll. Equip will provide a world-class system with simplified processes, data-driven insights and an improved user experience, which will equip our people to focus on what matters. In this session, we will be joined by programme and HSC leadership with guest experts as we visualise what the future will look like, see the system and imagine the possibility of what a decade of continuous improvement from the system could bring!</p> <p>Session Chair: Karen Bailey, Chief Executive, Business Services Organisation (BSO)</p> <ul style="list-style-type: none"> • Karen Hargan, Director of HR and Organisation Development, Western HSC Trust • Nigel Irvin, Director, Deloitte • Pat Beattie, Partner, EY • Craig Young, Programme Director, BSO 				
2.15 – 3.10	PARALLEL SESSIONS				
P7 Main Auditorium Financial sustainability: Creating our roadmap	P8 Glen Suite One system collaboration: Getting started with our Committee in Common	P9 Glen 1-2 Addressing unwarranted variation in healthcare delivery	P10 Glen 3-4 From concept to reality: Building a safe and compassionate culture within HSC	P11 Gransha Café conversations: Leadership showcase	P12 Riverview 2 At the heart of Reset: Making all four shifts through the reform of adult social care!
P7: Main Auditorium	<p>Financial sustainability: Creating our roadmap <i>Supported by Retinue Solutions</i></p> <p>In this session, we explore the ambitious agenda in the Reset Plan to reduce the deficit and drive efficiencies at every level. Two Trust Chief Executives will walk you through key plans to work as one financial unit to drive productivity, noting one practical example of significant progress in reducing our locum spend. We are delighted to also be joined by Thea Stein of the Nuffield Trust to reflect on productivity issues more broadly.</p> <p>Session Chair: Michele Larmour, Chair, NIAS</p> <ul style="list-style-type: none"> • Neil Guckian, Chief Executive, Western HSC Trust • Steve Sperry, Chief Executive, Southern HSC Trust • Thea Stein, Chief Executive, Nuffield Trust 				



P8: Glen Suite	<p>One system collaboration: Getting started with our Committee in Common</p> <p>As highlighted in the Reset Plan, HSC providers have now established a Committee in Common. This formal mechanism for Trusts and partners will build on existing cross-system projects, enabling them to work together to solve regional challenges. In this session, we will explore how the NHS is using Provider Collaborative arrangements and set out our first steps on establishing this approach in NI, capturing early learning on several pilot projects. Finally, we will invite you to consider the potential opportunities unlocked by this way of working.</p> <p>Session Chair: Jonathan Patton, Chair, South Eastern HSC Trust</p> <ul style="list-style-type: none">• Dr Julia Simon, Health and Care Consultant• Roisin Coulter, Chief Executive, South Eastern HSC Trust• A range of key stakeholders
P9: Glen 1-2	<p>Addressing unwarranted variation in healthcare delivery</p> <p>During a range of workshops this year, under the heading of the Big Discussion, the importance of aligning services to provide <i>‘the right care, at the right time, in the right place’</i> was identified by all participants. To bring this work forward we are developing a supporting framework for <i>SENSIBLE Care</i>, and changes to several discrete services areas. The principles underpinning <i>SENSIBLE Care</i> emphasise that our delivery systems must enable patient-centred value-based care, ensuring prudent use of resources while minimising duplication and unwarranted variation. In this discussion, we will reflect on this work and the particular the importance of intentional approaches to reduce unwarranted variation, from an individual patient perspective and from a service and system perspective.</p> <p>Session Chair: Prof Sir Michael McBride, Chief Medical Officer, Department of Health</p> <ul style="list-style-type: none">• A range of key stakeholders
P10: Glen 3-4	<p>From concept to reality: Building a safe and compassionate culture within HSC</p> <p>After too many failings in our system over years, the Reset Plan sets out our collective aspiration to build and embed a patient safety culture across our services - driving better outcomes for patients and staff and delivering greater efficiencies. In this session, we will explore with the key players how we are seeking to learn from high profile inquiries, and specifically using a new co-produced framework, <i>‘Being Human: A Framework for Safety Culture within HSC’</i>, in order to implement a Safety Improvement Programme in order to drive a culture that is: Safe and Compassionate, Just and Open, and Continually Learning and Improving.</p> <p>Panel Chair: Prof Nichola Rooney, Chief Psychological Professions Officer, Department of Health</p> <ul style="list-style-type: none">• Dr Leanne Morgan, Clinical Lead, RQIA• Anne O’Reilly, Chair, Northern HSC Trust• Peter Hutchinson, Senior Policy Impact & Influence Manager, PCC• Charles Little, Lived Experience Expert



P11: Gransha Suite	<p>Café conversations: Leadership showcase Supported by the HSC Leadership Centre</p> <p>In this session we are delighted to showcase and celebrate the work of 10 individuals who are leading change their own disciplines, underscoring the importance of a confident and empowered workforce at all levels of the system. Back by popular demand, join up to three of 10 café conversations to hear stories of what can be achieved with tenacious and creative leadership. If you are seeking inspiration and advice on how to move the dial on the Reset agenda, we invite you to join us for these insightful, rapid-fire conversations from all parts of our system.</p> <p>Session introduction: Diane Taylor, Head, HSC Leadership Centre</p>
P12: Riverview 2	<p>At the heart of Reset: Making all four shifts through the reform of adult social care!</p> <p>Good lives well-lived are at the heart of what we care about. Beginning with putting people first, members of the Social Care Collaborative Forum will discuss with you their ambition for the future delivery of adult social care and demonstrate through examples how making the four shifts are central to the plans to reform adult social care.</p> <p>Session Chair: Peter Toogood, Deputy Secretary for Social Care and Public Health Policy, Department of Health; Chair, Social Care Collaborative Forum</p> <ul style="list-style-type: none"> • Eilís McDaniel, Director of Social Care Reform, Department of Health • Tracy Reid, Chief Executive, NI Social Care Council (NISCC) • A range of key stakeholders
3.10 – 3.40	Exhibition & Networking
3.40 – 4.20 Main Auditorium M5	<p>What ‘Reset’ means to me</p> <p>Health and social care services in NI are at a point of inflection, with costs escalating beyond half of public sector expenditure. In this session, we explore how leaders are using the lens of our four shifts: <i>Hospital to Community, Treatment to Prevention, Analogue to Digital</i> and <i>People to Partners</i> to drive our ambitious Reset Plan to stabilise, reform and deliver, and we welcome reflections from our nearest neighbours in the Republic of Ireland as they embrace this parallel agenda.</p> <ul style="list-style-type: none"> • Jennifer Welsh, Chief Executive, Belfast HSC Trust • Dr Paul Rice, Chief Digital Information Officer, Department of Health • Dr Siobhán McEntee, Primary Care Network Lead, NICON • Damien McCallion, Chief Technology & Transformation Officer and Deputy Chief Executive Officer, HSE
4.20 – 4.50 Main Auditorium M6	<p>People as Partners: Accessing leadership and cultural shifts</p> <p>At this year’s conference, we have added a fourth shift to the traditional three shifts: <i>People to Partners</i>. As we seek to replace strongly embedded traditions with new ways of working, in this session we invite behavioural economist Denise Hampson to set out the potential of human-centred design to accelerate the changes we want to make. Specifically, we explore opportunities for you, both individually and collectively, to harness the energy and creativity already in our system.</p>



	<ul style="list-style-type: none"> Denise Hampson, Chief Executive, The Design Code 				
4.50 – 5.00 Main Auditorium M7	<p>Day one closing remarks</p> <p>In this final mainstage session of day one, we will draw out the key learning from the conference so far and bring the afternoon to a close with an inspiring spoken word performance.</p> <ul style="list-style-type: none"> Heather Moorhead, Director, NICON Sean Fitzsimons, Mental Health Advocate 				
5.15 – 6.15	<u>EVENING FRINGE SESSIONS</u>				
	<p>F11 Glen Suite Data, trust and AI: Building the healthcare of tomorrow</p>	<p>F12 Glen 1-2 Exploring a new relationship with business: Can we push the envelope?</p>	<p>F13 Glen 3-4 Income generation in the HSC: Exploring opportunities?</p>	<p>F14 Riverview 1 Making Northern Ireland a prime destination for clinical research</p>	<p>F15 Riverview 2 Promoting leadership opportunities for our Global Majority workforce</p>
F11: Glen Suite	<p>Data, trust and AI: Building the healthcare of tomorrow Supported by Dell Technologies</p> <p>Discover how trusted data management empowers AI and innovation in healthcare – enabling better insights, improved patient outcomes, and future-ready care. Join the DHCNI team alongside Professor Natasha Phillips, Founder of Future Nurse and Arshad Farhad, CTO Healthcare, Dell Technologies as they discuss strategies for turning data into a foundation for innovation.</p> <p>Session Chair: Prof Jim McLaughlin Centre for Digital Health Technology Lead, Director of NIBEC, Ulster University</p> <ul style="list-style-type: none"> Dr Paul Rice, Chief Digital Information Officer, Department of Health Prof Natasha Phillips, Founder, Future Nurse Arshad Farhad, Healthcare Chief Technology Officer & Practice Lead, Dell Technologies 				
F12: Glen 1-2	<p>Exploring a new relationship with business: Can we push the envelope? Supported by Kingsbridge Healthcare Group</p> <p>The NHS is changing its relationships with business, driven by a combination of strategic reforms, operational pressures, and a new government mandate. These changes span partnerships with the private sector, procurement strategies, and broader commercial engagement. In this session, NICON gather some of our HSC and business leaders to open this conversation, asking: are there opportunities to reset and what could our next steps be in NI?</p> <p>Session Chair: Dr Julia Simon, Health and Care Consultant</p> <ul style="list-style-type: none"> Karen Bailey, Chief Executive, BSO Mark Reagan, Chief Executive, Kingsbridge Healthcare Group 				



	<ul style="list-style-type: none"> • Eimear McCauley, Director of Finance, Contracts & Capital Development, Western HSC Trust; Chair, HFMA NI
F13: Glen 3-4	<p>Income generation in the HSC: Exploring opportunities? <i>Supported by Impower</i></p> <p>In the context of unprecedented financial pressures, the NHS is increasingly seeking to find ways of generating income using a range of strategies, such as partnering, leasing estates or equipment, global export, innovation and strategic partnering. In this session, we explore the potential opportunities in NI and discuss how we might embrace some of these approaches – not only to secure resources, but also to support innovation and staff retention, ultimately securing better outcomes.</p> <p>Session Chair: Jonathan Patton, Chair, South Eastern HSC Trust</p> <ul style="list-style-type: none"> • James Swaffield, Managing Director, Health and Adults, Impower • Chris Matthews, Deputy Secretary, Resource and Corporate Management Group, Department of Health • Natasha Kerrigan, Director of Strategic Estate Planning, Hampshire Hospitals NHS Foundation Trust • Alastair Campbell, Director of Planning & Performance, Belfast HSC Trust • Brigitte Worth, Director of Finance, SPPG, Department of Health • Stephen Beattie, Interim Director of Strategic Planning and Customer Engagement, BSO
F14: Riverview 1	<p>Making Northern Ireland a prime destination for clinical research <i>Supported by ABPI</i></p> <p>This session discusses the current and future capability of NI as a place of research, and what needs to be in place across HSC to make NI a destination of choice for the delivery of R&D. We will discuss NI's aspiration to attract and deliver world-leading inclusive clinical trials, which bring with them improved patient outcomes, addresses health inequalities, alongside major economic benefits, and increasing revenue for HSC.</p> <p>Session Chair: Marion Lavery, Head of Public Affairs, The Association of the British Pharmaceutical Industry (ABPI)</p> <ul style="list-style-type: none"> • Prof Ian Young, Chief Scientific Officer, Department of Health • Dr Rhonda Campbell, Programme Manager, HSC R&D; Cross-border Healthcare Intervention Trials in Ireland Network (CHITIN) • Prof Nigel Hart, Clinical Professor, School of Medicine, Dentistry and Biomedical Sciences, Queen's University Belfast (QUB) • Prof Judy Bradley, CEO, iREACH Health; Director, NI Clinical Research Facility (NICRF)
F15: Riverview 2	<p>Promoting leadership opportunities for our Global Majority workforce <i>In association with NIPEC</i></p> <p>Welcoming, valuing and supporting our global majority workforces is core to our HSC values. In this session, we would like to invite you to this conversation about how the HSC is welcoming and supporting our colleagues, and then we will specifically focus on how we are realising this vision to ensure colleagues are supported to grow their leadership potential in our system.</p>



	Session Chair: Beena Tharun , Assistant Service Manager, Mater Hospital, Belfast HSC Trust <ul style="list-style-type: none">• Prof Linda Kelly, Chief Executive, NIPEC• Jonah Atos, International Nurse Coordinator, Western HSC Trust• Dr Muhammad Salman Butt, Lecturer in Public Health; Course Director, MSc Health Promotion and Public Health, Ulster University (UU)• Cathy McCusker, Senior Professional Officer, NIPEC				
6.15 – 6.30	Break				
6.30 – 7.15	Drinks reception				
7.15pm – 10pm	Networking Dinner <p>Join us for our networking reception and dinner, where you will have the opportunity to meet with a wide range of colleagues, partners and friends old and new, and hear from our post-dinner speaker, Lord Victor Adebowale.</p> <p><i>*NB: Places at the networking reception and dinner are limited and must have been pre-booked. Entry will only be granted with a ticket.</i></p>				
Day 2 – Thursday 16 th October					
08.15 – 9.15	BREAKFAST FRINGE SESSIONS				
	F16 Glen Suite Young service users, innovative ideas: Shaping the future of health and social care	F17 Glen 1-2 ‘Do Not Attends’: Taking a system approach	F18 Glen 3-4 Tackling economic inactivity: Exploring the role of the HSC	F19 Riverview 2 Proactive care redefined: Scalable, digitally-enabled neighbourhood care	F20 Riverview 1 Neighbourhood palliative care: One chance to get it right
F16: Glen Suite	Young service users, innovative ideas: Shaping the future of health and social care Supported by the PHA In association with the NI Commissioner for Children & Young People (NICCY) <p>Children and young people are experts in their own experiences and have a unique perspective on engaging their peers. In this interactive session, we will explore how some services have embraced youth participation to improve outcomes. To shape the session, we are delighted to welcome NICCY’s Youth Panel and Young Reps from Voice of Young People in Care to share their learning from local, national and European-wide projects on participation in health and social care planning. Subsequently, we will explore innovative ways to involve children and young people and discuss how you could embrace these approaches to drive better outcomes for young people and our wider population.</p> Session Chair: Deirdre Mahon , Children’s Services Reform Programme Facilitator, Department of Health				



	<ul style="list-style-type: none"> • Chris Quinn, NI Commissioner for Children & Young People • VOYPIC Young Reps, NICCY Youth Panel • Eilís McDaniel, Director of Social Care Reform, Department of Health • Emily Roberts, Assistant Director, Strategic Public Health (Starting Well), PHA
F17: Glen 1-2	<p>‘Do Not Attends’: Taking a system approach Supported by eir evo</p> <p>This session will look at the challenges of non-attendance at hospital appointments, an issue with significant implications for waiting lists and service inefficiency, whilst also exploring the barriers patients face in attending and drawing on lessons from the NHS and more locally we will explore how we can design services that are more efficient and make it easier for patients to get the care they need.</p> <p>Session Chair: Lisa Mc Williams, Director of Strategic Performance, SPPG, Department of Health</p> <ul style="list-style-type: none"> • Sorcha Dougan, Head of Waiting List Management Unit, SPPG, Department of Health • Christine Allam, Assistant Director, Elective and Radiology Services, South Eastern HSC Trust • Declan Hadley, Healthcare Development Lead, Cisco UK & Ireland
F18: Glen 3-4	<p>Tackling economic inactivity: Exploring the role of the HSC</p> <p>Economic inactivity in Northern Ireland is currently sitting around 26% - the highest level in the UK. We all live with the consequences of this with poorer health outcomes for some citizens, higher costs to run services and a resulting drag to our local economy. The Government and the NHS is prioritising this important issue. In this session we will set out the issues, and then we will hear from some of the key leaders in this area, to set out the rationale and practicalities for how the HSC could more proactively engage in addressing this issue, in partnership with partners in government and beyond – ultimately driving better health and prosperity for the people of Northern Ireland.</p> <p>Session Chair: Mike Farrar, Permanent Secretary, Department of Health</p> <ul style="list-style-type: none"> • Rt Hon. Alan Milburn, Chair, Social Mobility Foundation • Paddy Rooney, Deputy Secretary, Department of Communities • Michael Wood, Head of Health Economic Partnerships, NHS Confederation • Michelle Tennyson, Chief Allied Health Professions Officer, Department of Health
F19: Riverview 2	<p>Proactive care redefined: Scalable, digitally-enabled neighbourhood care Supported by Doccla</p> <p>Proactive monitoring helps manage chronic conditions before they escalate, offering long-term, low-intensity support focused on prevention, self-management, and patient engagement. Supported by population health management tools, it identifies those most at risk and delivers targeted interventions. With up to 29% fewer admissions and over 95% patient satisfaction, it aligns with our HSC priorities and enables scalable, community-based care through tiered support, integrated records, and multidisciplinary teams. Join DHCNI and Doccla to discuss how we can facilitate the change to implement proactive monitoring in NI.</p> <p>Session Chair: Dr Paul Rice, Chief Digital Information Officer, Department of Health</p>



	<ul style="list-style-type: none"> • Tara Donnelly, Founder, Digital Care • Dr Patrick Stirling, GP • Dr Siobhán McEntee, Primary Care Network Lead, NICON
F20: Riverview 1	<p>Neighbourhood palliative care: One chance to get it right <i>Supported by Marie Curie</i></p> <p>Supporting our population to live and die well in their own home and community, the place where patients most want to be, is a priority for our palliative care workforce. There is only one chance to get end of life care right. In this session we will hear about the Health Committee's recent Inquiry into Access to Palliative Care and how the Neighbourhood Health Model can support palliative patients and their carers at home. Please join us over breakfast to input to the discussion led by the following key speakers:</p> <p>Session Chair: Joan McEwan, Associate Director, Policy & Public Affairs, Marie Curie</p> <ul style="list-style-type: none"> • Philip McGuigan MLA, Chair of Health Committee, NI Assembly • Gearóid Cassidy, Director of Primary Care, Department of Health • Dr Ursula Mason, Chair, Royal College of GPs NI (RCGP NI) • Liz Cuddy, Vice Chair, Hospice Alliance NI • Peter Armstrong, Regional Lead Pharmacist for Palliative Care, Belfast HSC Trust • Gillian McCorkell, Professional Adviser – Integrated Prescribing, SPPG, Department of Health
08.30 – 09.30	Exhibition & Networking
09.30 – 09.40 Main Auditorium	<p>Welcome remarks: Day two</p> <ul style="list-style-type: none"> • Roisin Coulter, Vice Chair, NICON; Chief Executive, South Eastern HSC Trust
09.40 – 10.00 Main Auditorium	<p>Programme for Government: Our ambition to have a world-leading Health and Social Care system</p> <p>We are delighted to welcome First Minister and deputy First Minister back to conference as they set out the Executive's priorities for resetting Health and Social Care, in line with our Programme for Government. This session will explore the Executive's commitment to a whole-of-government approach to improving outcomes, addressing waiting lists and tackling health inequalities. With a focus on partnership working, delivery, and innovation, the First and deputy First Ministers will share their vision and commitment to a transformed, world-leading health and social care system.</p> <ul style="list-style-type: none"> • Michelle O'Neill MLA, First Minister, The Executive Office • Emma Little Pengelly MLA, deputy First Minister, The Executive Office
10.00 – 10.50 Main Auditorium	<p>Unlocking better outcomes with whole system working</p> <p>Lord Victor Adebawale CBE is a celebrated system leader and leading voice on public service reform. Amongst his many achievements, he has established Collaborate, an organisation that specialises in tapping into the energy of communities and working collectively to access innovative approaches and new thinking. In this session, Victor will share his insights on whole system working and then we will explore with local leader's key opportunities to embed these approaches in NI.</p>



	<ul style="list-style-type: none">• Lord Victor Adebowale CBE, Chair, NHS Confederation; Founder & Chair, Collaborate• Roisin Coulter, Chief Executive, South Eastern HSC Trust• Ian Snowdon, Permanent Secretary, Department for the Economy• David Burns, Chief Executive, Lisburn and Castlereagh City Council; Chair, SOLACE NI				
10.50 – 11.20	Exhibition & Networking				
11.20 – 12.20	<u>PARALLEL SESSIONS</u>				
P13 Main Auditorium Waiting lists: “Very real progress”	P14 Glen Suite From data to decisions: The role of AI in shaping Northern Ireland’s health future	P15 Glen 1-2 Health and economy: Capitalising on the opportunities to reset	P16 Glen 3-4 Workforce: Our critical success factor	P17 Riverview 1 Winter planning and managing flow: Our ‘Big Discussion’	P18 Riverview 2 Quality Improvement: Accelerating system change
P13: Main Auditorium	<p>Waiting lists: “Very real progress” <i>In association with NI Assembly Health Committee</i></p> <p>Reducing waiting lists is a central priority of the Programme for Government. In this session, we will be joined by members of the NI Assembly Health Committee, who will reflect on recent progress following the announcement in May 2025 of a package of initiatives to tackle waiting lists, prioritising the longest waiters. In this session, we will explore the Elective Care Framework and funding plan, discuss the role of innovative new measures, such as mega-clinics, and consider how we sustain the momentum to develop effective waiting list solutions that form part of the bigger picture of health care reform.</p> <p>Session Chair: Philip McGuigan MLA, Chair of Health Committee, NI Assembly</p> <ul style="list-style-type: none">• Prof Mark Taylor, Regional Clinical Director for Elective Care, Department of Health• Dr Ursula Mason, Chair, RCGP NI• Mr Niall McGonigle, Director, Royal College of Surgeons• Health Committee members				
P14: Glen Suite	<p>From data to decisions: The role of AI in shaping Northern Ireland’s health future <i>Supported by Amazon Web Services (AWS)</i></p> <p>How can artificial intelligence move from promise to practice in NI’s healthcare system? This session explores the real-world benefits and challenges of AI - from improving diagnosis and treatment pathways to supporting workforce efficiency and patient outcomes. Join DHCNI and Amazon Web Services experts to discuss how AI can make lasting change in the Northern Ireland healthcare system.</p> <p>Session Chair: Tom Simpson, Director, DHCNI; Deputy Chief Digital Information Officer, Department of Health</p> <ul style="list-style-type: none">• Joanne Allison, NIPACS+ Programme Manager, BSO• Himanshu Sahni, AI/Machine Learning Specialist - UK Public Sector Lead, AWS				



	<ul style="list-style-type: none"> • Shiren Patel, Head of Innovation Technology & Data Research, GOSH DRIVE, Great Ormond Street Hospital NHS Foundation Trust
P15: Glen 1-2	<p>Health and economy: Capitalising on the opportunities to reset Supported by Ulster University</p> <p>As highlighted in the Reset Plan, accelerating innovation is key to improving outcomes and driving economic growth. In this session, we will revisit NICON’s 2022 report ‘Health and Wealth in Northern Ireland: Capitalising on the Opportunities’ to review progress to date and explore our next steps. Join us to hear from key stakeholders about the partnership with the Department of Health and Department for the Economy, the potential of City and Growth Deals and how we are gearing up to expand this work. We are also delighted to be joined by Michael Wood, who will outline how NHS organisations are embracing the health and economy agenda as a core part of their work.</p> <p>Session Chair: Mike Farrar, Permanent Secretary, Department of Health</p> <ul style="list-style-type: none"> • Michael Wood, Head of Health Economic Partnerships, NHS Confederation • Ian Snowdon, Permanent Secretary, Department for the Economy • Prof Jim McLaughlin, Centre for Digital Health Technology Lead & Director of NIBEC, UU
P16: Glen 3-4	<p>Workforce: Our critical success factor</p> <p>The Reset Plan recognises the health and social care workforce is our greatest asset, highlighting the need to value, invest in, and empower our people to ensure stability, efficiency, and high-quality care.</p> <p>In this session, we will set out an overview of the key policy areas, which are fundamental to enable our reset, with a focus on the opportunities in our system to stabilise, optimise and sustain our workforce as the foundation for reform, all of which will open up an important discussion with the audience on what this means for workforce planning across the HSC.</p> <p>Session Chair: Steve Spoerry, Interim Chief Executive, Southern HSC Trust</p> <ul style="list-style-type: none"> • Phil Rodgers, Director of Workforce Policy, Department of Health • Claire Smyth, Director of People & Organisational Development, South Eastern HSC Trust • Charlotte-Anne Wells, Assistant Director, AHP Workforce, Governance and Training, Southern HSC Trust • Neil Sinclair, Chief Paramedic Officer, NIAS
P17: Riverview 1	<p>Winter planning and managing flow: Our ‘Big Discussion’ Supported by Telefónica Tech</p> <p>Winter pressures on our HSC system have intensified year-on-year, increasingly becoming a persistent, year-round challenge. Recognising the need to approach this differently, Health Minister Mike Nesbitt set in motion ‘The Big Discussion’, a whole system conversation to learn from winter 2024 as we prepare for winter 2025. In this session, we will hear an overview of this work to date, exploring new projects emerging both in NI and in the wider NHS, whilst keeping a whole systems approach at its core.</p> <ul style="list-style-type: none"> • Prof Maria McIlgorm, Chief Nursing Officer, Department of Health • Katy Rennick, Deputy Chief Nursing Officer, Department of Health



	<ul style="list-style-type: none"> • Maxine Paterson, Chief Executive, NIAS • Chris Uren, Public Sector Sales Director, Telefónica Tech
P18: Riverview 2	<p>Improvement approaches: Accelerating system change In association with the RQIA</p> <p>Quality improvement offers significant opportunities to support whole systems working. In this session, we explore (i) work led by the NHS Confederation to harness data insights (ii) how HSCQI, newly situated in the RQIA, is adopting a learning health systems approach to support regional improvement, focusing on the recent Timely Access to Safe Care Scale and Spread Programme, (iii) learning from a patient flow in unscheduled care initiative. Speakers will share experience of harnessing the power of the system to accelerate the pace of change and using improvement and implementation science approaches to improve services. Join us to explore how these ways of working could be useful in your setting!</p> <p>Session Chair: Caroline Lee, Interim Director, RQIA</p> <ul style="list-style-type: none"> • Anna Winyard, Health Solutions Executive, Beamtree; Evolve Collaborative • Clifford Mitchell, Quality Improvement Advisor, HSCQI, RQIA • Michael Bloomfield, Consultant, HSC Leadership Centre
12.20-12.50 Main Auditorium	<p>Celebrating our innovators: Flash mob!</p> <p>Proactively adopting innovation is highlighted as one of several new ways of working in the Reset Plan, with significant potential to drive value, achieve better patient outcomes and support economic growth. In this session, we will first explore why accelerating innovation is so important, before seeking to inspire you by introducing several local entrepreneurs, flash mob-style (we promise no singing will be required!)</p> <ul style="list-style-type: none"> • Dr Paul Rice, Chief Digital Information Officer; Innovation Lead, Department of Health • Prof Tony Young, National Clinical Lead for Innovation, NHS England • Jennifer Neff, Entrepreneur-in-Residence
12.50 -1.05 Main Auditorium	<p>People as Partners: What does it mean to you?</p> <p>A central theme of this year's conference has been making the shift from 'People to Partners'. In this brief, but energising session, we invite you to reflect on what this means for you, both personally, and in the context of the culture and leadership style that we are seeking to shape at all levels of the system.</p>
1.05 -1.30 Main Auditorium	<p>Safeguarding the NHS for future generations: Our imperative for change</p> <p>In our closing mainstage session, we hear from seasoned MP and former Health Secretary, Alan Milburn. As a health and social mobility advocate and current government advisor, Alan will share his perspective on why, and crucially <i>how</i>, we must accelerate efforts to safeguard health and social care services for future generations.</p> <ul style="list-style-type: none"> • Rt Hon. Alan Milburn, Lead Non-Executive Director, Department for Health and Social Care; Chair, Social Mobility Foundation



**Northern Ireland
Confederation**
for Health and Social Care

Conference
& Exhibition

2025

NICON25: Reset | Shaping Health and Social Care for the Future

15-16 October 2025 | La Mon Hotel, Belfast

1.30 – 1.45 Main Auditorium	Close of conference In this session, NICON Chair Jonathan Patton will set out final reflections and formally bring conference to a close. <ul style="list-style-type: none">• Jonathan Patton, Chair, NICON; Chair, South Eastern HSC Trust
2.00-3.30	<u>POST-CONFERENCE SPECIALIST SESSIONS</u>
S1: Glen Suite	Clinical entrepreneur exchange: Addressing service pressures? In this closed interactive session, we invite a range of visiting clinical entrepreneur fellows who are working across the NHS to address productivity and administrative bottlenecks to discuss emerging solutions with HSC leaders. We will then more widely discuss the opportunities to drive the development of a more innovative culture across the HSC, as we seek to reset for the future. <ul style="list-style-type: none">• Prof Tony Young, National Clinical Lead for Innovation, NHS England• Dr Paul Rice, Chief Digital Information Officer, Department of Health• Prof Mark Taylor, Regional Clinical Director for Elective Care, Department of Health• Prof Joann Rhodes, Director, Health Innovation Research Alliance NI (HIRANI)• Clinical entrepreneur fellows and HSC leaders
S2 Gransha Suite 2.30pm- 4.30pm	Health Committee meeting In this specialist session, the NI Assembly's Health Committee will host their committee meeting on site at conference. If you wish to be an observer at the meeting, you can book one of the 40 places available at the committee stand 42, where you can also find any further information on the work of the committee.