



pni **PHARMA** **SUMMIT** **26**

Transform & Thrive
Thursday 26th March @ Croke Park

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Gareth Morton, National Director of Procurement



Gareth is the National Director of Procurement in the Health Service Executive (HSE), leading strategic procurement to enable the essential delivery of health and social care services throughout Ireland.

As the State's largest purchaser, with an annual procurement spend of approximately €5.5 billion, the HSE functions within a complex regulatory landscape governed by EU and national legislation. Gareth is responsible for leading large-scale, compliant strategic sourcing and contracting strategies that deliver value for money while ensuring security of supply. His remit extends across the full end-to-end supply chain, including oversight of logistics and inventory management, warehousing, and national distribution networks to optimise storage, efficiency, and service delivery. He also leads the provision of a comprehensive suite of procurement support services, including a national procurement helpdesk, compliance monitoring, and operational excellence.

Central to his leadership is advancing the Green Public Procurement agenda to embed environmentally responsible practices and strengthen the HSE's commitment to delivering high-quality, sustainable healthcare across Ireland. With a results-oriented approach and commitment to continuous improvement, Gareth plays a pivotal role in strengthening procurement capabilities that underpin the resilience, sustainability, and quality of the Irish health system.

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***Transforming Procurement in Irish Healthcare:
Complexity, Collaboration and Change***

*Gareth Morton
National Director
National Procurement and Finance Division*

26th March, 2026



Setting the Context

- Healthcare systems globally are under increasing pressure
- Demand rising due to:
 - Ageing populations
 - Chronic disease prevalence
 - Advancing medical technologies
- Procurement plays a critical role in enabling healthcare delivery
- Procurement decisions ultimately affect patient care and experience
- Modern healthcare procurement must operate as a strategic function that balances innovation, value, resilience and patient outcomes





The HSE Procurement Landscape

Largest purchaser in the State

**Procurable annual spend of
€5.4 billion approximately**

**Accountable for effective &
compliant procurement**



**Working with the Regional
Health Areas to protect frontline
patient services**

**Enabling Sustainable
and Greener Public Procurement**

**Continuity of supply
Delivering value for money**



**The patient is the focus and all procurement opportunities should contribute
to improved patient care**



Procurement Purpose

To ensure the right goods and services are available, at the right time, in the right place, and at the right value to support safe, high-quality care.



The three pillars of purpose



Value

A duty to ensure every taxpayer euro is used wisely



Integrity

Our processes must be transparent, fair, and accountable



Impact

Our work must translate into better outcomes for patients and for the health system as a whole

**Procurement in the HSE is not just a financial function.
It is a clinical enabler, a sustainability driver, and a guardian of public value.**



HSE Corporate Procurement Plan 2025 – 2027

Our Procurement Objectives

- Setting the HSE Procurement strategic direction
- Importance of ensuring value for money and attaining savings where possible
- Strengthening procurement support for Health Regions
- Progressing green public procurement
- Increasing compliance
- Digital transformation

**HSE Corporate
Procurement Plan**
2025 - 2027

Our Procurement Objectives



**Support service
delivery across the
health sector**



**Maintain effective
governance and
compliance**



**Achieve greater value for money
to support reinvestment into
patient care and service delivery**



**Facilitate environmental,
societal and economic
objectives through procurement**



HSE Climate Action Strategy



Sustainable Procurement: a priority area within the HSE Climate Action Strategy



HSE Green Procurement Strategic Framework



Our commitment to enabling sustainable and greener public procurement is signalled in the Green Procurement Strategic Framework and the HSE Corporate Procurement Plan

The Green Procurement Strategic Framework:

- Aims to set clear minimum requirements to address the main environmental and social impacts of HSE contracts with suppliers and service providers
- Incorporates recommendations for action such as compliance with Irish and EU legislation, applying sustainability award criteria, user and market consultation, etc.
- Sets targets and highlights the importance of monitoring and reporting on progress
- Builds on our teams' success in embedding sustainability in HSE contracts
- Identifies staff training and resource requirements



Rules, Regulations and Compliance

Ensure all sourcing and contracting activities are fair, transparent, and legally compliant, protecting public funds and maintaining trust.

Key Elements

- Public Procurement Law
- HSE Policies and Procedures
- Transparency and Fairness
- Value for Money
- Contract Compliance
- Audit and Accountability



Audit

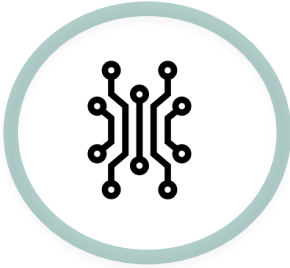
**Public
Accounts
Committee
(PAC)**

Why it Matters

- Maintains continuity of care
- Builds public trust
- Supports efficient service delivery
- Supports ethical and sustainable procurement
- Ensures consistent, high-quality healthcare supply



A National Procurement Service



**Integrated Procurement approach
for the health sector and the
Sláintecare Programme
supporting:**

- Health Service Divisions
- HSE Health Regions
- Section 38 Agencies
- Section 39 Agencies
- Office of Government Procurement
- Tusla
- Other Government Departments and Agencies



Strategic Sourcing and Contracting

Coordinates health sector procurement on a public sector-wide basis in collaboration with the Office of Government Procurement (OGP), and directly leads activities to procure and establish compliant contracts for the health-specific expenditure categories.



Logistics and Inventory Management

Manages the purchase, storage, and distribution of goods to optimise efficiencies for service delivery. Drives greater efficiencies through management of stock at the point of use.



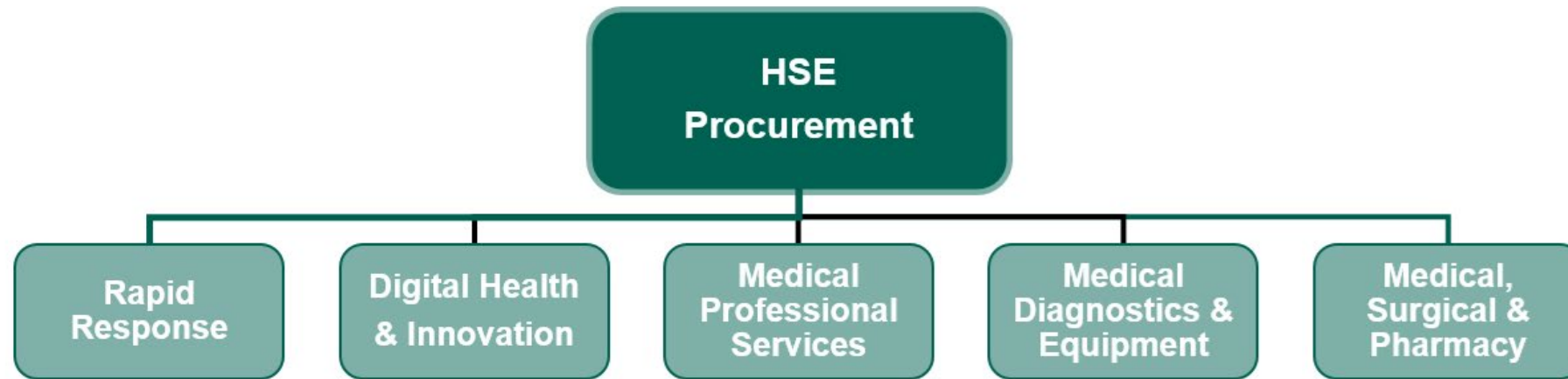
Procurement Business Support

Provides a range of procurement support services including: business relationship management, Level 1 Helpdesk, compliance monitoring, training, and project management.

Strategic Sourcing & Contracting - Health Sector Procurement

The Government procurement model, driven by a 'One Voice' approach, ensures that the public sector engages with the market in a unified, consistent manner.

The HSE leads on the procurement for health sector-specific categories and unique health needs which are not addressed within other sector categories.



HSE Led Categories



Oifig um Sholáthar Rialtais
Office of Government Procurement

Working in collaboration with the OGP



Logistics and Inventory Management

Integral to ensuring the seamless purchase, storage, and distribution of essential goods across the health service



Drives operational excellence by optimising supply chain efficiencies, reducing waste, and enabling timely delivery to frontline services



NATIONAL DISTRIBUTION SERVICE



9 Regional hubs and 30 other Logistics sites for management of distribution service across the country



Regional Logistics Hubs

Strategically located across Ireland to facilitate timely and cost-effective delivery of supplies

Receive stock from both the National Distribution Centre and suppliers for onward distribution to various HSE sites within their designated regions





Procurement Business Support



Procurement
Business Support
incorporates
Corporate
Procurement
Planning &
Compliance
Improvement



Helpdesk



National Distribution
Service Point of Use
Scanning Replacement
Project



Procurement S4 Business
Warehouse Project



Procurement
Compliance

Business Relationship
Management Compliance
Business Analyst Community of
Interest



National Distribution Centre Voice
Picking Replacement Project



Supported Go-Live
of IFMS in
IG2 & IG3



Digital for Care - Transformational Programmes

HSE One Health Record

**HSE Virtual Care Programme
HSE Health App
HSE Shared Care Record
HSE Medication Management
HSE Imaging Record
HSE Laboratory Record
HSE Finance Management System
HSE Staff Records and Payroll System
AI and Automation
Health Identifiers Service Programme
HSE Infrastructure Programme**



How to do Business with the HSE

1

Understand Our Needs

HSE purchases a wide range of goods and services, from medical supplies and equipment to ICT, and support services.

Focus on **quality, reliability, and value** to support patient care.

2

Know the Procurement Routes

Opportunities are advertised on:
eTenders (www.etenders.gov.ie), the main portal for all public tenders.

OJEU (Official Journal of the European Union), for higher-value contracts.

Register and set alerts to stay informed of new tenders.

3

Follow the Rules

All suppliers must comply with **EU and Irish public procurement regulations**.

Bidding is open, transparent, and based on **fair competition**.

4

Build Strong Relationships

Engage professionally and ethically during sourcing and contracting activity.

Deliver on commitments, **quality, service, and performance**.

Provide innovative, sustainable, and cost-effective solutions.



The HSE seeks **trusted, compliant, and value-driven partners** who can help deliver **safe, high-quality healthcare** to patients and services users.



Tips for doing business with the HSE

Things to Consider when Tendering

- ✓ Is the requirement clear? If not seek clarification in line with communication protocol specified in the Tender Documents
- ✓ Answer all the questions as fully as possible giving examples and referencing previous relevant experience
- ✓ Be clear and concise
- ✓ Follow the requested format and Instructions to Tenderers
- ✓ Attach all requested documentation and/or sample as requested
- ✓ Make sure to get your tender submission complete and submitted ON TIME



Make sure to register on the eTenders Irish Government's electronic tendering platform administered by the Office of Government Procurement

www.etenders.gov.ie



The platform is a central facility for all public sector contracting authorities to advertise procurement opportunities and award notices



Etenders will flag when contract is advertised or when there is market sounding

If you need technical support please email irish-eproc-helpdesk@eurodyn.com or call 0818 001459 (Ireland) or +353 818001459 (International)



Reflections and Priorities



Scale and Complexity

Large and complex procurement environment



Committed Procurement Teams

Dedicated professionals with deep expertise



Patient Centred Culture

Strong commitment across the system to patient care



Strengthening Governance

Consistency, transparency, accountability



Supply Resilience

Reducing risk, ensuring continuity



Supplier Engagement

Strategic and Collaborative partnerships

Building a more resilient, transparent, and strategic procurement function to better serve patients

Transformation requires partnership



Efficiency & Savings



Budget and Savings

- We have a set budget – sticking to it is critical.
- Identifying savings without compromising quality or safety.
- Regular reporting on procurement efficiency and savings.



Collaboration & Process Improvement

- Strong supplier-buyer relationships drive innovation.
- Open to reviewing and improving processes for efficiency.
- Long-term partnerships are valued.



Key Message

- Your ideas, collaboration, and innovative solutions make a real difference.
- By working together, we can achieve savings, drive efficiency, and deliver better outcomes for everyone.
- Let's partner to make every project smarter, faster, and more cost-effective.



Closing Message

*Transforming Procurement in Irish Healthcare:
Complexity, Collaboration and Change*

The patient is the focus and all procurement opportunities should contribute to improved patient care.

Making a difference to patient care and experience is a privilege – only possible with a shared vision and strong collaboration across disciplines and suppliers.

Procurement is here to support, enable, and accelerate innovation, we can only achieve this by working together.





Thank You!

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