

Summary

Seasoned Public Health Medicine professional with broad experience across the health system of designing and driving strategic policy interventions that strengthen healthcare governance and that protect and improve population health. Integrates long-term, big-picture strategic thinking with focus on relationships, aptitude for analytical thinking and delivery-focus. Demonstrated track record of successfully leading large-scale change across complex, dynamic and challenging health system contexts, acting either as an advisor or as an executive with strategic planning, budgetary and people management responsibility and accountability.

Orcid: <https://orcid.org/0000-0001-8576-2247>

Career History

Feb 2016 – Current: Specialist in Public Health Medicine, Department of Public Health North East and Health Intelligence, Research and Evidence Function HSE.

Key Accountabilities

- Strategic Planning and Health Modelling lead in HSE Health Intelligence, providing epidemiological advice and public health support to major national service reconfiguration, population health needs assessment, service planning and evaluation, and key Slaintecare Programme actions. Leading and developing people and teams to support above function.
- Public health advice to enable the HSE's *Tobacco Free Ireland* Programme, including: strategic planning to implement HSE *Tobacco Free Ireland* policy actions; development of national clinical guidelines for smoking cessation services; establishing monitoring and evaluation framework and identifying research priorities; and clinical engagement and public communication to support programme objectives.
- Leadership of a Regional Public Health Department, responsible for epidemiology and disease surveillance, response to disease outbreaks and environmental threats, advice to health services on population health needs, and departmental business planning and management.

Key Achievements

- Led design, development and implementation of the HSE Integrated Service Model, an innovative and Analytics Institute 2021 Award winning discrete event simulation model of hospital and community services in Ireland which forecasts system performance under different health service demand scenarios and assesses the impact of strategic tactics to inform health service planning.
- Led design and implementation of the contact-tracing ICT system to support the HSE Contact Management Programme and response to COVID-19.
- Led design and development of national system for Population Profiling to inform population-based planning and design of Regional Health Areas (collaborator on HRB Applied Partnership Award).
- Led geospatial and epidemiological analysis to inform major service redesign (e.g. designation of Trauma Centre and Networks; estimating the burden of “Long COVID” in Ireland) and service evaluation (e.g. Self-Management Support Programme; Community Intervention Teams).
- Led development of Ireland's first national clinical guideline for stop smoking services, including approval by National Clinical Effectiveness Committee and recommendation for Ministerial endorsement.
- Led collaboration with the Irish Prison Service to design, implement and evaluation a “smoke-free” prison pilot at Mountjoy Prison, Dublin.
- Re-established Regional TB Control Committee, re-organisation Regional TB public health services, and re-connected with hospital and community infection control committees in the North-East.
- Established departmental Quality and Safety Committee and developed action plan to construct a clinical governance framework to underpin health protection function.

Jun 2010 – Jan 2016: Director of Professional Development & Practice, Medical Council

Key Accountabilities

- Strategic leadership for high quality functions in Education and Training, Registration, Maintenance of Professional Competence and Research.
- Defining strategy for above functions and developing, monitoring and reporting on annual business plans, risk management plans, and budgets to give effect to strategic direction.
- Leading and developing people and teams to support above functions.
- Establishing and maintaining sound regulatory policies (includes drafting of statutory instruments) and robust procedures to give effect above functions, and ensuring supporting capabilities in place including budget, human resource and ICT.
- Representing the Medical Council generally, and specifically in relation to the above functions, nationally and internationally, and building and maintaining key relationships to inform and influence stakeholders as necessary to operate and develop the role of the Medical Council. This included acting as a spokesperson with the media.

Key Achievements

- Contributed to the development of two consecutive organisational strategies and led development of first dedicated education, training and lifelong learning strategy.
- Put in place a new regulatory system for doctors' maintenance of professional competence in Ireland and established new arrangements for response to complaints about doctor's practice through workplace based assessment of performance.
- Revised and strengthened a number of key regulatory processes at the Medical Council to assure standards and promote efficiency including the system of pre-registration examinations, the annual retention process and supervised division registration.
- Implemented a continuous improvement approach to embed a performance culture, drive efficiency and support operational excellence in registration processes yielding a c50% increase in new application processing 2013-14 and c100% increase 2014-15; realised cost-avoidance initiatives, including e-certificates (annual saving of c€100k p.a.) and primary qualification verification out-sourcing (annual saving of c2WTE p.a.).
- Established in-house research function and research funding linked to strategy.
- Transformed routine registration data into rich intelligence to support strategic health system planning through the development of the Medical Council's first *Workforce Intelligence Report* to inform better medical workforce planning in Ireland.
- Devised and led development of *Your Training Counts*, a new system for annual measurement of trainee experience to inform and evaluate improvement in medical education and training in Ireland, thereby re-orienting the regulatory function from a periodic inspection based system to one which was intelligence-informed and risk-based.
- Devised and led the first ever mixed-method retrospective review of complaints by the Medical Council, *Listening to Complaints – Learning for Good Professional Practice*.
- Devised and initiated *Safe Start*, an innovative registration intervention building on learning from complaints to better enable international medical graduates with safe practise in Ireland through support contextual aspects of medical professionalism.

Jun 2008 – Jun 2010: National Clinical Lead for Patient Safety and Quality, National Hospitals Office, HSE

Key Accountabilities

- Strategic leadership for designing and implementing systems and processes to assure the quality and safety HSE operated or funded hospitals; accountable to the National Director of the National Hospitals Office and reporting through her to the Risk Committee of the HSE.
- Developing, monitoring and reporting on annual business plans to give effect to relevant aspects of the HSE Corporate Plan.
- Leading and developing people and teams to support this function.
- Representing the HSE generally, and specifically in relation to the above function, and building and maintaining key relationships, including informing and influencing relevant stakeholder. Acting regularly as a spokesperson with the media.

Key Achievements

- Reviewed activities, redefined priorities and provided vision for the quality and safety function.
- Led the HSE's first clinical governance initiative, *Towards Excellence in Clinical Governance*, defining a quality, safety and risk management framework, coordinating baseline assessment against this framework and developing management systems to monitor actions arising.
- Advised on and quality assured management of clinical incidents arising in HSE hospitals.
- Drove measurable improvement in healthcare associated infection and hospital hygiene and developed senior leadership capability on these issues at the National Hospitals Office.
- Assured blood product safety through securing HSE compliance with EU Blood Directive.
- Led hospital sector response to H1N1 pandemic focusing on critical care, including developing and implementing a €7million capacity escalation plan.
- Led an audit of retained organs in the state, which included complex and challenging communication and engagement with the public and political system.

Jul 2004 – Jun 2008: Specialist Registrar in Public Health Medicine, HSE & Dept. Health

Key Accountabilities

- Training in public health medicine and delivery of local and national public health functions.

Key Achievements

- Health Improvement: review of the effectiveness of interventions to prevent and treat childhood obesity; policy paper on taxation and tobacco control for the Chief Medical Officer.
- Health Intelligence: evaluation of stage-specific surveillance of colorectal cancer by the national cancer registry in preparation for a national screening programme; supporting the design and implementation of a set of performance metrics for HSE.
- Service Improvement: needs assessment for neuro-radiological services in an Irish region; research support to the Ministerial *Commission on Patient Safety and Quality Assurance in Healthcare* (regulation of health professionals, information and supporting technology and evidence-based practice including architecture for National Clinical Effectiveness Committee).
- Health Protection: Review of the Varicella epidemiology and policy options for National Immunisation Advisory Committee; preparation of Antiviral Medication Patient Group Directions for use in pandemic scenario.

Earlier Appointments

2003-2004 Public Health Registrar, Institute of Public Health in Ireland.

2003-2005 Medical Officer, Drugs/AIDS services, NAHB, Dublin 7.

2000-2003 SpR Training in Gastroenterology and General Internal Medicine.

1998-2000 SHO, Federated Dublin Voluntary Hospital Training Scheme.

1997-1998 Intern, St James Hospital Dublin.

Education Details

1997 MB, BCh, BAO, Trinity College Dublin.

2003 M.Sc. Community Health, Trinity College Dublin, Ireland

2007 Postgraduate Diploma Health Economics, University of York, UK.

2008 Certificate Specialist Training Completion (Public Health Medicine), FPHMI.

2015 Postgraduate Certificate in Medical Education, University of Dundee, Scotland

2018 Leading Care Programme, Irish Management Institute / Health Service Executive, Ireland

Other Training

2005 Principles and practice of Cancer Control Programme, National Cancer Institute, Bethesda, USA.

2006 Media skills, Carr Communication, Dublin.

2012 Essentials of Assessment Programme, Association for Medical Education in Europe, UK

2013 High Potentials Leadership Programme, Harvard Business School, USA.

2017 Leading Care 1 Programme, Irish Management Institute and HSE Leadership Academy, Ireland

2019 Professional Certificate Programme in Data Science, Harvard University/EdX

Professional Registration and Memberships

Medical Council of Ireland, #21024, Specialist Registration (Public Health Medicine).

Membership of the Royal College Of Physicians, Ireland.

Membership of the Faculty of Public Health Medicine, Ireland.

Contributions and Publications

Education, Training and Professional Contributions

- Honorary Clinical Senior Lecturer, Department of Epidemiology and Public Health, RCSI, Ireland.
- Guest Lecturer in Population Health, MSc Health Service Management, Trinity College Dublin.
- Part 1 Convenor and Part 1 and Part 2 Examiner, Faculty of Public Health Medicine, Ireland.
- Trainer, Faculty of Public Health Medicine, Ireland.
- Council Member, Epidemiology and Public Health Section, Royal Academy of Medicine, Ireland.
- External Examiner, Professionalism Theme, BMBS Degree, Plymouth University, UK.

National and International Contributions

- Member, National Screening Advisory Committee – Ireland, Department of Health.
- Member, National Clinical Effectiveness Committee, Department of Health
- Member, Health Services Capacity Review Group, Department of Health
- Member, Crowe Horwath Implementation Oversight Group & Working Group, Department of Health/HSE
- Member, Scientific Committee and Local Organising Committee, World Tobacco or Health Conference,
- Policy analyst and researcher, Commission on Patient Safety & Quality Assurance, Department of Health
- Treasurer and Vice Chair, International Physician Assessment Coalition

Selected Publications

- Kavanagh P, Moloney J, Quinn C, O'Kelly E, McCormick PA. High morbidity expected from cirrhosis in injecting drug users. *Ir Med J.* 2003 Nov-Dec;96(10):303-5. PMID: 14870809.
- Kavanagh PM, Roberts J, Gibney R, Malone D, Hegarty J, McCormick PA. Acute Budd-Chiari syndrome with liver failure: the experience of a policy of initial interventional radiological treatment using transjugular intrahepatic portosystemic shunt. *J Gastroenterol Hepatol.* 2004 Oct;19(10):1135-9. doi: 10.1111/j.1440-1746.2004.03427.x. PMID: 15377290.
- Kavanagh P, Long J, Barry J. Completeness and accuracy of the drug treatment reporting system in Dublin, Ireland. *Ir J Med Sci.* 2006 Jul-Sep;175(3):52-6. doi: 10.1007/BF03169173. PMID: 17073248.
- Kavanagh PM, Gilmartin JJ, O'Donnell J, O'Flanagan D. Tumour necrosis factor-alpha and tuberculosis: guidance from the National TB Advisory Committee. *Ir Med J.* 2008 Jan;101(1):6-7. PMID: 18369014.
- "Health Impacts of Transport: a review" & "Health Impacts of Employment: a review" 2005, Dublin: IPHI.
- Noonan A, Kavanagh P, Sweeney B. Drug users' failure to modify alcohol consumption in response to hepatitis C. *Ir J Psychol Med.* 2009 Mar;26(1):27-31. doi: 10.1017/S0790966700000100. PMID: 30282279.
- "Medical Workforce Intelligence Report", 2014, Dublin: Medical Council.
- "Talking about Good Professional Practice", 2014, Dublin: Medical Council.
- "Your Training Counts", 2014, Dublin: Medical Council.

- “Your Training Counts – Spotlight on Health and Wellbeing”, 2015, Dublin: Medical Council.
- “Your Training Counts – Spotlight on Career and Retention Intentions”, 2015, Dublin: Medical Council.
- “Listening to Complaints, Learning for Good Professional Practice”, 2015, Dublin: Medical Council.
- Clarke N, Crowe S, Humphries N, Conroy R, O'Hare S, Kavanagh P, Brugha R. Factors influencing trainee doctor emigration in a high income country: a mixed methods study. *Hum Resour Health*. 2017 Sep 25;15(1):66. doi: 10.1186/s12960-017-0239-7. PMID: 28942731; PMCID: PMC5611654.
- Quintyne KI, Daly E, Brabazon E, Finnegan P, Kavanagh P. Attitudes and Uptake of Seasonal Influenza Vaccination for Health Service Executive (HSE) Staff. *Ir Med J*. 2018 May 10;111(5):749. PMID: 30489044.
- “The State of Tobacco Control in Ireland”, 2018, Dublin: HSE Tobacco Free Ireland Programme.
- Quintyne KI, Kavanagh P. Appraisal of International Guidelines on Smoking Cessation using the AGREE II Assessment Tool. *Ir Med J*. 2019 Feb 14;112(2):867. PMID: 30892001.
- Evans DS, O'Farrell A, Sheridan A, Kavanagh P. Comparison of the health and well-being of smoking and non-smoking school-aged children in Ireland. *Child Care Health Dev*. 2019 Sep;45(5):694-701. doi: 10.1111/cch.12681. Epub 2019 May 20. PMID: 31039602.
- Mulroe J, Donohue F, Kavanagh PM, McCarthy S, Johnson H. A Comparison of Summer and Winter Emergency Hospitalisations in Ireland. *Ir Med J*. 2019 May 9;112(5):935. PMID: 31411017.
- Petty-Saphon N, Kavanagh P. Towards a Tobacco Free Ireland-scaling up and strengthening quit smoking behaviour at population level. *Ir J Med Sci*. 2020 Feb;189(1):3-10. doi: 10.1007/s11845-019-02083-8. Epub 2019 Aug 14. PMID: 31414327.
- Sheridan A, Jennings A, Keane S, Power A, Kavanagh P. "A breath of fresh air" for tackling chronic disease in Ireland? An evaluation of a self-management support service for people with chronic respiratory diseases. *Ir J Med Sci*. 2020 May;189(2):551-556. doi: 10.1007/s11845-019-02081-w. Epub 2019 Aug 28. PMID: 31463893.
- Byrne CP, Bennett KE, Hickey A, Kavanagh P, Broderick B, O'Mahony M, Williams DJ. Short-Term Air Pollution as a Risk for Stroke Admission: A Time-Series Analysis. *Cerebrovasc Dis*. 2020;49(4):404-411. doi: 10.1159/000510080. Epub 2020 Aug 10. PMID: 32777785.
- Burke, S., Thomas, S., Stach, M., Kavanagh, P., Magahy, L., Johnston, B., & Barry, S. (2020). Health system foundations for Sláintecare implementation in 2020 and beyond - co-producing a Sláintecare Living Implementation Framework with Evaluation: Learning from the Irish health system's response to COVID-19. A mixed-methods study protocol. *HRB open research*, 3, 70. <https://doi.org/10.12688/hrbopenres.13150.1>
- Carroll, C., Conway, R., O'Donnell, D., Norton, C., Hogan, E., Browne, M., Buckley, C. M., Kavanagh, P., Martin, J., & Doyle, S. (2021). Routine testing of close contacts of confirmed COVID-19 cases - National COVID-19 Contact Management Programme, Ireland, May to August 2020. *Public health*, 190, 147–151. <https://doi.org/10.1016/j.puhe.2020.10.008>
- Beatty, K., Hamilton, V., & Kavanagh, P. M. (2021). Just a bad flu? Tackling the "infodemic" in Ireland through a comparative analysis of hospitalised cases of COVID-19 and influenza. *Public health*, 194, 19–24. <https://doi.org/10.1016/j.puhe.2021.02.019>
- Bowe, A. K., Doyle, F., Stanistreet, D., O'Connell, E., Durcan, M., Major, E., O'Donovan, D., & Kavanagh, P. (2021). E-Cigarette-Only and Dual Use among Adolescents in Ireland: Emerging Behaviours with Different Risk Profiles. *International journal of environmental research and public health*, 18(1), 332. <https://doi.org/10.3390/ijerph18010332>
- O'Brien, D., Long, J., Quigley, J., Lee, C., McCarthy, A., & Kavanagh, P. (2021). Association between electronic cigarette use and tobacco cigarette smoking initiation in adolescents: a systematic review and meta-analysis. *BMC public health*, 21(1), 954. <https://doi.org/10.1186/s12889-021-10935-1>
- Marron L, Burke S and Kavanagh P. The public health and health system implications of changes in the utilisation of acute hospital care in Ireland during the first wave of COVID-19: Lessons for recovery planning [version 1; peer review: awaiting peer review]. *HRB Open Res* 2021, 4:67 (<https://doi.org/10.12688/hrbopenres.13307.1>)