



# HSE Corporate Plan 2025-2027

Your Health,  
Our Mission  
Shaping Care  
Together





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# Foreword from the Board Chair

On behalf of the Board, I am pleased to present the HSE Corporate Plan 2025–2027. The publication of this plan marks 20 years since the establishment of the HSE, replacing the previous system of regional health boards. During this time, Ireland has undergone significant change, with long-awaited social reforms being delivered, digital transformation reshaping daily life, and globalisation increasing societal diversity. Despite the recent challenges of the global pandemic, our society continues to thrive.



Our health and social care services too have undergone significant transformation over the past two decades. A preventative focus on maintaining health and wellbeing together with service reforms and medical innovations, have improved health and social care for the people of Ireland. We are now delivering more health and social care in general practice and community services including diagnostic testing. Cancer care, is provided through specialist centres that ensure the highest quality of treatment, while screening programmes are facilitating earlier diagnoses, leading to ongoing improvements in survival rates.

Similarly, mental health services have undergone a comprehensive restructuring, delivering more community-based supports with an emphasis on early intervention, rehabilitation, and recovery. In parallel, disability services have shifted toward a more person-centred approach, focusing on individual needs and enabling independence. The transfer of responsibility for specialist disability services to the Department of Children, Disability, and Equality in 2023, further strengthens the holistic, rights-based approach that supports people with disabilities to live autonomously.

These targeted improvements have been strengthened and enhanced by our National Clinical Care programmes that work to deliver high quality, accessible, and safe care for patients across a range of service areas.

Despite this progress, significant challenges remain, with many still facing unacceptable delays in accessing care. This is particularly difficult for those most in need. This Plan outlines our commitments for the next three years to sustainably tackle these longstanding access issues while building on the excellent work already being done by our dedicated and skilled teams. At the same time, this Plan is also intended to set the foundation to enable a more resilient, modernised and responsive health and social care system for our future. We are committed partners to the cross-government approach to support improvements to population wellbeing and safety as part of this foundation.

This Plan serves as our roadmap for collective action and delivery through the regions across the next three years and will be translated to more specific actions in our annual service plans. The Board will use this Plan as a way to anchor – and measure progress against – our strategic commitments to our patients and service users and to our teams. On behalf of my fellow Board members, I thank you for taking the time to read our Plan.

**Ciarán Devane**  
Chairperson

# Introduction from the Chief Executive Officer

I am proud to introduce the HSE Corporate Plan 2025-2027, the first under my leadership as CEO. The Irish health services have been significantly reshaped in the 20 years since the HSE was formed, bringing improved health and social care for the people of Ireland.



The creation of 6 Health Regions and 20 Integrated Health Areas, as envisaged in Sláintecare, now marks an organisational reset that brings with it a unique opportunity for transformative change. It sets the conditions for a modern, value-based health and social care system, capable of delivering on the vision of Sláintecare where everyone has equitable access to services based on need.

This Plan is timed to fully leverage this opportunity. It sets out our 5 priorities for change over the coming 3 years, both within the health and social care system, and in how the system works with others to address the wider social factors that contribute to health. These priorities have been identified through an assessment of current health service performance, including insights from the HSE risk register, as well as long-term opportunities to protect and promote health, and deliver the best health outcomes for our population. They also reflect the shared experiences and aspirations of our patients/service

users, partners and staff gathered through extensive engagement since the publication of our last plan and are consistent with best evidence and practice and the vision of Sláintecare.

For each priority we make a strong commitment to our patients/service users and to our staff as to how they will experience the health service differently as a result of this plan being delivered. These commitments form the basis of how we will measure our successful delivery of the plan over the coming years. This will lay the foundation for a more accountable health and social care service – one that prioritises trust, transparency, continuous improvement and excellence.

Our priorities and commitments are set out below. Collectively they address Care, Culture and Governance, the foundations of an effective and resilient health system. They are not a hierarchy, instead they overlap and reinforce each other. This plan reaches its full potential when they are advanced together.

Our Priorities	Our Commitments to Patients/Service Users and Staff
1. <b>Healthy Communities</b>	Together, we will create supportive environments for people to live healthier and for longer.
2. <b>Right Care</b>	You will experience high quality, safe and coordinated care.
3. <b>Right Place</b>	You will receive care in the setting most appropriate for your needs.
4. <b>Right Time</b>	You will be able to access services when you need them.
5. <b>Strong Foundations</b>	We will invest in our people, the right capabilities and digital enablers to support a culture where teams are empowered to innovate and deliver excellent care.

This Plan prioritises the health and wellbeing of our communities, helping people to stay well for longer, with a particular focus on the most vulnerable in our society. It prioritises the delivery of safe and effective services informed by best evidence, and designed to meet the needs and preferences of patients and services users. The plan outlines our aims to improve access by delivering improvement initiatives and expanding health and social care capacity. This includes additional community and hospital beds, elective services, trauma hubs, the National Children's Hospital and virtual care services. New technologies will further enable our services users and staff by supporting clinical decision making and service coordination.

In addition, we will continue to prioritise our broader societal accountabilities. As Ireland's largest public body, we are committed to addressing climate change by striving to achieve net-zero emissions by 2050. Furthermore, we will promote equity and protect the human rights of our staff, patients, and individuals with vulnerabilities in line with our Public Sector Duty and the United Nations Convention on the Rights of Persons with Disabilities.

Meeting the needs of people with disabilities throughout their life course is woven throughout our commitments. Through all our efforts, we aim to build public trust and confidence in our services by being transparent, accountable, and consistently delivering high-quality and safe care.

In reflecting on our challenges and achievements in recent years, and the path ahead, I extend my deepest gratitude to our dedicated staff in the HSE, Section 38 and 39 funded organisations, and our patient partners. Your tireless work and unwavering dedication are the foundation of our services and is what drives our shared progress and resilience.

Every step we take together towards achieving our commitments in this Corporate Plan – every new service, every partnership, every innovative solution – is a step towards transforming how health and social care services are experienced by patients/service users in the years to come.



**Bernard Gloster**  
Chief Executive Officer



# HSE Vision, Mission and Values



## Our Vision

is for a healthier Ireland with a high-quality health and social care service valued by all.



## Our Mission

is to ensure that people in Ireland

- are supported by health and social care services to achieve their full potential
- can access safe, compassionate and quality care when they need it
- can be confident that we will deliver the best health outcomes and value through optimising our resources



## Our Culture

**Our Values** shape our attitudes and behaviour towards those we serve and our colleagues. Our commitment to these values underpins our culture and will shape our response to opportunities and challenges in an evolving health and social care environment.

Our values are;

### CARE

- › We will provide care that is of the highest quality.
- › We will deliver evidence based best practice.
- › We will listen to the views and opinions of our patients and service users and consider them in how we plan and deliver our services.

### COMPASSION

- › We will show respect, kindness, consideration and empathy in our communication and interaction with people.
- › We will be courteous and open in our communication with people and recognise their fundamental worth.
- › We will provide services with dignity and demonstrate professionalism at all times.

### TRUST

- › We will provide services in which people have trust and confidence.
- › We will be open and transparent in how we provide services.
- › We will show honesty, integrity, consistency and accountability in decisions and actions.

### LEARNING

- › We will foster learning, innovation and creativity.
- › We will support and encourage our workforce to achieve their full potential.
- › We will acknowledge when something is wrong, apologise for it, take corrective action and learn from it.

# Setting the Scene

**Ireland has made significant gains in life expectancy over the past decade, a testament to the investment made in our health and social care system and to the efforts of our service delivery teams.**

However, with a growing and aging population comes increased demands, different expectations for health and social care and a rise in frailty and chronic diseases. Our services are under pressure. Many people still face long delays in accessing care, which is particularly challenging for those most in need, including children, older adults, and those requiring disability and mental health services. Furthermore, socially excluded groups experience unique barriers to accessing care and often do not enjoy the same health benefits as the wider population.

Inadequate digital systems further compound these challenges, preventing both patients, service users and staff from accessing vital health information when and where it is needed. This can lead to delays in the health and social care journey and impact on the ability of patients and service users to self-manage or coordinate their own care effectively.

The rising cost of delivering health and social care in recent years has also intensified the focus on efficiency and productivity within our services. This requires us to focus on delivering high-quality care that achieves the greatest impact for patients and service users and offsets anticipated increases in demand by making the best use of our available resources.

Despite these challenges, the establishment of Health Regions marks a time of significant opportunity. Regions are designed to enable integrated **care**, support effective decision-making, and promote a strong local focus. They will facilitate enhanced clinical and operational **governance** and foster a learning **culture** that seeks to continuously improve the access to, and quality of, health and social care services through the delivery of this new Plan. These strong foundations of care, culture and governance will be the building blocks for excellence in our regions.

Attracting and retaining skilled staff is essential for providing high-quality health and social care to the people of Ireland and we are committed to making the HSE an employer of choice. We know that by prioritising staff development, recognition, and training, we can empower and enable them to deliver on our commitments within this Plan. Looking ahead, over the next three years, we are determined to make the most of our resources to enhance care for all who need it, with a particular focus on those in our society who will require additional supports to achieve equitable health outcomes.

The Corporate Plan recognises that people with a disability attend and are supported by every single service within the HSE and its funded agencies. The best outcomes for people with a disability occur when all the services they access, both specialist and other, operate in a coordinated and integrated way. While programmatic priority actions are highlighted specifically *within* each of the Plan's five strategic commitments, this integrated approach is the foundation *across* all commitments, including for our disability services.

**Our commitments in the following pages are addressed to our patients and service users over their lifetime as well as to our staff.**

**Together, we will work to ensure excellent service delivery and a person-centred experience for all.**



# The HSE's 5 Commitments

Our Strategy on a Page



## Our Vision, Mission, Values

### Healthy Communities

1

OUR COMMITMENT

Together, we will create supportive environments for people to live healthier and for longer.

- A** Enhance population based planning and delivery with focus on early intervention.
- B** Address the wider determinants of health.

### Right Care

2

OUR COMMITMENT

You will experience high quality, safe, coordinated care.

- A** Deliver value in health and social care.
- B** Partner with patients/ service users and voluntary organisations.

### Right Place

3

OUR COMMITMENT

You will receive care in the setting most appropriate for your needs.

- A** Deliver coordinated care closer to home.
- B** Deliver physical capacity to meet areas of the greatest demand.

### Right Time

4

OUR COMMITMENT

You will be able to access services when you need them.

- A** Improve equity of access.
- B** Reduce the time that people are waiting.

### Strong Foundations

5

OUR COMMITMENT

We will invest in our people, the right capabilities and digital enablers to support a culture where teams are empowered to innovate and deliver excellent care.

- A** Strengthen our workforce and learning culture.
- B** Integrate clinical and operational governance.
- C** Enhance efficiency and shared decision making through digital enablers.

# Healthy Communities

# 1

## OUR COMMITMENT

Together, we will create supportive environments for people to live healthier and for longer.

## Why is this important?

While life expectancy in Ireland has increased significantly since 2000 (6.6% for women and 9.2% for men<sup>1</sup>), this is not experienced equally across the population. People living in the most disadvantaged areas can expect to live on average 5 years less<sup>2</sup>. Risk factors for health conditions start early and can be linked to child poverty, quality of housing and lack of social supports. Smoking, obesity and high-blood pressure remain the three leading preventable causes of death and disability in Ireland. Without more measures to address these risk factors, diseases like diabetes and dementia are expected to double by 2036<sup>3</sup>.

## What will we do?

### A

#### Enhance population-based planning and delivery with a focus on early intervention

- i Screening programmes**  
Deliver national screening programmes for colorectal, breast and cervical cancer and for diabetic retinopathy.
- ii Protecting health**  
Provide greater protection to the population by delivering and expanding the National Immunisation Programme including Influenza, Covid, and childhood immunisations.
- iii Women's health**  
Implement the *Women's Health Action Plan*<sup>4</sup> and develop an action plan to eliminate cervical cancer in Ireland by 2040.
- iv Oral health**  
Implement oral health promotion actions and improve access to emergency and routine oral health care for children and eligible adults.
- v Planning**  
Establish a programme to support longer term planning for strategic resourcing, improved service delivery and our ability to predict future need, demand and opportunities for meeting this demand.

## B

### Address the wider determinants of health

#### i **Healthy childhood**

Support healthy childhood through actions that:

- Promote breastfeeding.
- Expand parenting resources.
- Improve immunisation rates.
- Deliver the priorities of the *Healthy Weight for Children Action Plan*<sup>5</sup>.

#### ii **Healthy ageing**

Implement healthy ageing actions through Local Authorities' age friendly structures.

#### iii **Health equity**

Implement the emerging National Inclusion Health Framework and community initiatives aimed at addressing health inequalities.

#### iv **Primary prevention**

Deliver primary prevention strategies under the *Healthy Ireland Plan*<sup>6</sup>, to address behavioural and other risk factors that can lead to a high burden of disease (obesity, smoking, harmful alcohol consumption).

#### v **Suicide reduction**

Develop and implement a new National Suicide Prevention Strategy.

### Our measures of success

- ✓ The national uptake targets for cancer screening services are exceeded.
- ✓ The national immunisation targets for children and young people are exceeded.
- ✓ Increased % of the population adopting healthy behaviours.
- ✓ Increased % of persons self-reporting good or very-good health status.
- ✓ Developed capability to measure unmet need in excluded and vulnerable groups.

# Right Care

# 2

## OUR COMMITMENT

You will experience high quality, safe and coordinated care.

## Why is this important?

Delivering value in health and social care means making the best use of resources to maximise the quality of care and health outcomes. International evidence shows that up to 30% of healthcare services<sup>7,8</sup> provided are not appropriate for the conditions being treated. Examples include unnecessary or duplicate diagnostic testing and inappropriate medication management. This is not in the best interest of patients/service users and can result in an inefficient use of resources. A key enabler to achieving the best value in care is a strong culture of partnership with patients/service users, their families, and carers and community services.

## What will we do?

### A

#### Deliver value in health and social care

##### i Delivering value

Implement initiatives to make the best use of our people and financial resources and reduce unwarranted variation through;

- Implementing clinical pathways and models of care that improve the efficiency and effectiveness of services in areas such as cancer, trauma, older persons, dementia, mental health, disability and paediatrics.
- Increasing productivity in acute outpatient services.
- Reducing unnecessary diagnostics.
- Improving appropriate medication management.

##### ii Extend operating hours

Increase access to care by providing more services with longer operating hours on a 7 day a week basis.

##### iii Patient and service user safety

- Deliver safety improvement initiatives to address common causes of harm (e.g. infections, falls) including regulator and independent report recommendations.
- Implement priority actions to protect the safety and welfare of people of all ages who may be at risk of abuse.

##### iv Laboratory services

Develop and implement the HSE Strategy for Laboratory Services 2025-2029.

## B

### Partner with patients/service users and voluntary organisations

#### i Informed patient and service user partnership

- Establish Patient and Service User Partnership Councils and Patient Service User Experience structures in each region.
- Implement the *Partnership Learning Pathway under the Better Together Roadmap*<sup>9</sup> in all regions to support staff and patients/service users to develop the necessary skills, confidence and tools to be effective partners.

#### ii Reinforce our partnership principles

- Put in place arrangements to improve consultation with voluntary organisation partners in our annual planning cycle based on our *Partnership Principles*<sup>10</sup>.
- Develop strategic metrics that identify unmet needs in excluded and vulnerable populations, in partnership with the government departments, voluntary organisations and other relevant stakeholders.

### Our measures of success

- ✓ Improved uptake of clinical practices that increase value to our patients/service users and teams [in areas of quality and safety, productivity, assets optimisation etc].
- ✓ Reduced unplanned re-admission rates to the same hospital for surgical and acute medical conditions.
- ✓ Evaluation of the effectiveness of the Patient and Service User Councils in each region.
- ✓ Improved ratings in each *Stage of Care* domain and overall experience as reported by patients and carers in *National Care Experience Programme* surveys (covering inpatient, Maternity, Maternity Bereavement, Mental Health, Nursing Home and End of Life services).

# Right Place

# 3

## OUR COMMITMENT

You will receive care in the setting most appropriate for your needs.

### Why is this important?

Disparities in service provision can arise both within and across regions due to challenges in staffing, infrastructure, service availability and capacity. This can result in people using services that are the most accessible to them rather than services that are the most suitable for their needs. As an example, it has been estimated that up to 3-in-10 attendances at Emergency Departments could be more appropriately managed in a care setting at a lower level of complexity<sup>11</sup>.

### What will we do?

## A

### Deliver coordinated care closer to home

#### i Home Support reform

Develop a reformed Home Support model for eligible adults with arrangements for 7/7 rostering, supported by ICT systems, and deliver digitally enabled home care assessments in preparation for planned legislation to regulate Home Support providers.

#### ii Children's palliative care

Enhance paediatric palliative care by developing regional clinical networks focused on improving access and performance and by further developing the specialist team within the new Children's Hospital.

#### iii Enhanced community care

- Support more older adults and those living with chronic diseases to access specialist teams and programmes including the Chronic Disease Management (CDM) Programme.
- Deliver fully operational Community Healthcare Networks across Health Regions.
- Increase the amount of care delivered in the community.
- Support more children and adults with a disability to access local supports and services.



**iv National Ambulance Services (NAS)**

Expand NAS alternative care pathways, including Community Paramedicine and the resolution of calls/incidents through telephone triage or onsite, to treat more patients in the right setting including the community.

**B**

**Deliver physical capacity to meet areas of greatest demand**

**i A modern health infrastructure**

- Implement priority actions to ensure a safe, high quality and sustainable health system.
- Deliver and open the **New Children's Hospital** and six **Surgical Hubs**.

We will increase the number of:

- Acute hospital, **general in-patient and critical care beds**.
- **Community beds**, including respite and new Community Nursing Units.
- **Local Injury Units**.

We will continue the development of the:

- **National Rehabilitation Hospital** [Phase 2].
- **National Maternity Hospital**.
- **Elective care hospitals** in Dublin, Cork and Galway.
- **Major Trauma Centres and trauma units**.
- **Specialist mental health bed provision proposals**.

**ii Future capacity requirements**

We will finalise the *Health Service Capacity Review* in conjunction with the Department of Health to deliver an overall assessment of future capacity requirements. We will also update the Disability Capacity Review with the Department of Children, Disability and Equality, to deliver an overall assessment of future disability service capacity requirements.

**Our measures of success**

- ✓ Reduced avoidable adult hospital attendances and admissions
- ✓ Children's Hospital and six surgical hubs operational.
- ✓ Increased bed capacity in acute hospital and community services as planned.

# Right Time

# 4

## OUR COMMITMENT

You will be able to access services when you need them.

### Why is this important?

International evidence shows that prolonged wait times, especially in Emergency Departments, can lead to adverse health outcomes. This is a key issue in Ireland, where demand has increased significantly. Emergency Department visits have continued to rise, increasing by a further 8% from 2023 to 2024.<sup>12</sup> Currently just fewer than 90,000 people, including children, are waiting over a year for outpatient appointments<sup>13</sup>. Individuals can encounter additional challenges in accessing health and social care due to the nature or severity of their conditions, or factors such as ethnicity, age, and socioeconomic status. Additional supports will be targeted to these individuals to ensure they have equitable access to health and social care.

### What will we do?

## A

### Improve equity of access

#### i Disability services for children, young people and adults

- Improve access to services for children and adults in the areas of day, respite, residential (including de-congregation of large settings), Home Support, neuro-rehabilitation and personal assistant services in collaboration with DCDE, and agree the successor plan to the *Action Plan for Disability Services* scheduled for 2026.
- Increase access to and reduce waiting times for early intervention services for children with disabilities and address delays in providing Assessments of Need.
- Develop a suite of metrics that appropriately measures the step-change we expect to see in the reform programme for disability services.

#### ii Child, youth and adult mental health

Implement the HSE's Improvement Programmes, including those relating to the Child and Youth Mental Health Action Plan, to increase timely access to clinically effective and standardised mental health services, ensuring earlier intervention and Emergency Department alternatives.

#### iii Traveller health

Ensure a standardised integrated approach to the Traveller Health Units and Primary Healthcare Traveller Projects in each Health Region, including integration with the wider HSE services.

**iv Migrant health**

Deliver tailored services, where required, to vulnerable migrants such as refugees, applicants seeking protection (international protection applicants), and beneficiaries of temporary protection and support the delivery of health screening in line with the EU Pact on Asylum and Migration<sup>14</sup>.

**v General Practice (GP)**

Increase the capacity in General Practice to meet the needs of our growing population by increasing GP training places and maximising the use of the non-EU GP scheme.

**vi Public only consultant contract**

Increase public access to public hospitals through maximising the value of the Public Only Consultants Contract.

## B

### Reduce the time that people are waiting

**i Urgent and emergency care**

Reduce waiting times in Emergency Departments with a focus on those at highest risk, through the delivery of our annual *Urgent and Emergency Care plans*<sup>15</sup>, specifically by:

- Delivering appropriate alternative services close to home (e.g., virtual care).
- Standardising in-hospital care pathways and facilitating safe and timely discharges to appropriate settings.

**ii Waiting lists**

Reduce waiting times for planned in-patient, day case and outpatient services focussing on priority conditions and those waiting the longest through the delivery of our *Waiting List Action Plans*<sup>16</sup> that will:

- Optimise resources to create capacity in all service areas.
- Improve access to specialist services and transition care from the acute hospitals into the community using modernised care pathways.
- Use technology to aid in managing and improving waiting lists.

**iii Primary care therapies**

Reduce waiting times for primary care therapies by standardising the management of referrals, waiting lists and discharges.

### Our measures of success

- ✓ Demonstrated progress in the reform programme for disability services.
- ✓ Improved access to Child and Youth Mental Health Services.
- ✓ Improved waiting times for services in line with established targets, including Sláintecare targets.

**This is also a measure in Healthy Communities:** Developed capability to measure unmet need in excluded and vulnerable groups.

# Strong Foundations

# 5

## OUR COMMITMENT

We will invest in our people, the right capabilities and digital enablers to support a culture where teams are empowered to innovate and deliver excellent care.

## Why is this important?

Our workforce, governance and information systems provide the backbone for how we deliver our services. The HSE has a duty of care to look after the well-being of staff, especially in the face of global trends on recruitment and retention challenges and rising staff burnout. We aim for all staff to feel they are fully supported and developed within a culture that values innovation and continuous improvement; this will better position us to meet our mounting challenges in service delivery. Digital tools are essential for innovating, enhancing efficiency and facilitating informed decision-making, yet Ireland ranks last among developed countries in digital health readiness. Cyber security protects our patient data and ensures technology supports our teams to do their job<sup>17</sup>. Clarifying, strengthening and integrating operational and clinical governance and accountability is essential for the delivery of high-quality health and social care that is safe, effective, equitable and efficient.

## What will we do?

### A

#### Strengthen our workforce and learning culture

- i People Strategy**  
Implement our new People Strategy 2025-2027.
- ii Leadership, learning and talent management**  
Deliver multidisciplinary programmes that develop leadership capability at individual and multidisciplinary team levels, including the skills and confidence to innovate to respond to evolving opportunities and risks.
- iii Staff development and retention**  
Deliver induction, training, and required supports to our staff to improve their overall experience while supporting the present and future retention of our health and social care workforce.

**iv Strategic resourcing**

In collaboration with Department of Health and the Department of Children, Disability and Equality, education sector regulators and professional bodies to ensure the appropriate level of health and social care staff and the right balance between generalist and specialist skills.

**v Pay and Numbers Strategy**

Establish and manage a Pay and Numbers Strategy to ensure we have the optimum (and affordable) staff levels and teams in place to deliver our services.

**B**

**Integrate clinical and operational governance**

**i Effective stewardship**

Implement the HSE's Performance and Accountability Framework to optimise the return on the investment of public resources provided to deliver services; thereby growing the public's trust in us.

**ii Integrated governance**

Put in place integrated clinical and operational governance in Health Regions to support and coordinate services within a culture of continuous improvement within multidisciplinary models of care.

**iii Evidence driven decision making**

Implement actions to improve the quality and accessibility of health service performance data, and the development and use of systems, including the *Health Systems Performance Assessment Platform (HSPA)*, that provide greater performance insights to support evidence-informed decision making across the health service.

## C

### Enhance efficiency and shared decision making through digital enablers

#### i **Digital Strategic Roadmap**

Implement our new *Digital Health Strategic Implementation Roadmap 2024–2030*<sup>18</sup>.

#### ii **Electronic Health Record (EHR)**

Phased roll-out of integrated EHRs across community and acute services, in conjunction with Department of Health and DCDE, in line with the *Digital for Care – A Digital Health Framework for Ireland 2024-2030*<sup>19</sup>.

#### iii **Health Service Health App**

Deliver a Health Service Mobile App that enables patients to manage their own personal health information, care coordination and access to services.

#### iv **Shared Care Record**

Provide the patient's digital Shared Care Record at the point of care to support informed and effective decision-making, and greater patient/service user choice.

#### v **Demand and Capacity Management**

Maximise real-time health data and service trends to support integrated operational management for improvement.

#### vi **Integrated Financial Management System (IFMS)**

Complete the deployment of the IFMS.

## Our measures of success

- ✓ Improved results in all 4 quadrants of the HSE staff survey including an improvement in the overall participation rate.
- ✓ Reduced staff absence and turnover rates.
- ✓ Reviews of the regional implementation, including the effectiveness of clinical and operational governance.
- ✓ Improved annual Cyber security rating achieve HSE target by 2030.
- ✓ Improved year-on-year score in EU study on online health indicators<sup>20</sup> for Ireland.

# Conclusion

Our Corporate Plan sets out a clear path to deliver meaningful improvements in patient experience and health outcomes and reduce health inequalities. While the timeline of the plan is for three years, our aspirations are longer term. We want to address not only the current needs of our patients/service users and staff but also to set the conditions for longer term change that will have lasting benefits for future generations.

Central to this is the strengthening of partnerships; partnerships with our staff, our patients and service users, our communities, voluntary organisations and with Government. Our collective efforts to fulfil our commitments within this plan will reach beyond the walls of conventional health and social care institutions and extend into our communities, closer to where people live. Our focus will be on empowering people to remain well and enjoy good health while providing timely access to high quality care when and where they need it.

This Plan will be translated into more specific actions in our annual national service plans and funded through our budgetary cycles. Regional Operational Plans will provide detail on how priority actions will be progressed while ensuring local responsiveness to distinct needs within specific geographies. Our success in delivering on our commitments to patients/service users and staff will be assessed and monitored on an ongoing basis with oversight from our Board. This will enable us to evaluate our progress and adjust our implementation approach and our focus if we are falling short of our expected performance. The HSE Annual Report will provide a supplemental report on our yearly progress.

Implementing system-wide change is challenging. However, this Plan strives to optimise such change to accelerate our progress towards a better future. Our collective commitment to fostering leadership capabilities at all levels and strengthening governance while embracing a culture of evidence-driven decision-making and innovation will ensure a better health and social care system for all.

Thank you for taking the time to read our Plan. We look forward to working with you to make our commitments a reality for the people of Ireland.

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## NOTES





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