



Department of Health

Progress on the first year of our three-year Statement of Strategy 2015 – 2017

Annual Report 2015



Tús Áite do
Shábháilteacht 1 Othar
Patient Safety 1 First

Contents

Introduction by the Minister	3
Foreword by the Secretary General	4
Introduction	5
The Department of Health – Aim, Role and Main Functions	5
Our Values	5
2015 Highlights	6
Other Achievements	8
Priority Area: Driving the Healthy Ireland Agenda.....	12
Priority Area: Improving Patient Outcomes.....	16
Priority Area: Implement agreed steps towards universal healthcare	22
Priority Area: Reform operational systems to drive better outcomes	24
Priority Area: Introduce Innovative Funding Models.....	29
Priority Area: Modernise health facilities and ICT infrastructure	30
Priority Area: Develop the Department’s workforce and capability	32
Corporate Information	35

Introduction by the Minister

I want to welcome the publication of the Department's Annual Report for 2015, and acknowledge the work undertaken by the Department of Health throughout the year.

2015 is a story of real progress in some areas amid growing challenges. We want to allow everyone to enjoy physical and mental health to their full potential.

There were five key themes which were the focus for our work in 2015; Healthy Ireland, Patient Outcomes, Universal Healthcare, Health Reform and Infrastructure and ICT.

We've reduced waiting times for Fair Deal to less than four weeks, reduced delayed discharges to the lowest in many years, stabilised the health insurance market to allow more people get covered and extended free GP care to the youngest and oldest as the first phases of universal health care. These developments are important in delivering more comprehensive, integrated and high quality health and social care.

I want to conclude by recognising the very dedicated valuable and contribution of Minister of State Kathleen Lynch and Minister of State Aodhán Ó'Riordáin.

Leo Varadkar TD
Minister for Health

Foreword by the Secretary General

This Annual Report documents the progress made in year one of our three-year Strategy Statement 2015-2017. It provides an opportunity to be accountable for the outputs we committed to deliver. We hope that the format provides a transparent statement of the extent of progress during 2015. Overall some very significant work is complete while, in recognition that two further years remain for full implementation of the Strategy Statement, work is ongoing in a range of important areas. There are a minority of areas where significant challenge was experienced in achieving full delivery in 2015 and considerable further effort will be required in 2016 and 2017.

In delivering our priorities we do so with the support of colleagues in the wider health and social services, departmental agencies and other Government departments. Whereas we are a relatively small Government department in terms of staffing, we have a very wide range of important responsibilities. Our budget of over €13 billion is the second highest of any Government Department and represents one quarter of total public expenditure. The range of policies and services for which the Minister for Health is responsible both very broad and of enormous importance for people's everyday lives. As a result there is a high level of public interest - for example, the Department dealt with over 8,000 parliamentary questions in 2015 or over 20% of all of those answered across Government.

The importance of the Department's role means it is essential that we seek to be as effective as possible. In doing so, we rely heavily on the commitment and goodwill of the staff of the Department who every day in many different and varied ways work to improve Ireland's health and social outcomes. I want to record my appreciation for their work during 2015. Improved organisational effectiveness and support for staff in fulfilling their role is at the heart of the wider programme of Civil Service Renewal. We commenced implementation of our own organisational change programme – *Working Better Together* – in 2015. Good progress was made and further improvements are planned in 2016.

I hope that you will find the information presented in this Annual Report of interest and welcome your feedback.

Jim Breslin

Secretary General

Introduction

This is the 2015 Annual Report for the Department of Health. In it we set out the progress achieved in 2015 on the actions in the Statement of Strategy 2015-2017. We organised the actions into priority areas:

- Drive the Healthy Ireland agenda
- Deliver improved patient outcomes
- Reform operational systems to drive better outcomes
- Implement agreed steps towards universal healthcare
- Introduce innovative funding models
- Modernise health facilities and ICT infrastructure

It's important to note that this is a report on progress in the first year of a three year action plan. We have made a good start in year one but faced challenges in some important areas and significant further work is planned to bring our Strategy to conclusion by the end of 2017.

The Department of Health – Aim, Role and Main Functions

Our overall aim is to improve the health and wellbeing of people in Ireland by:

- keeping people healthy;
- providing the healthcare people need;
- delivering high quality services; and
- getting best value from health service resources.

Our distinct role is fourfold. We provide leadership and policy direction for the health sector to improve health outcomes. We deliver governance and performance oversight to ensure accountable and high quality services. We collaborate to achieve health priorities and contribute to wider social and economic goals. The last aspect of our role is internally focussed and is an enabler of our overall performance. As a Department, we want to be an organisation where, on an ongoing basis, high performance is achieved and the knowledge and skills of staff are developed. You can read more about our aim, role and function in our Statement of Strategy 2015-2017.

Our Values

In 2014, the Government published the Civil Service Renewal Plan. The Plan sets out a set of shared values for the civil service, as follows:

- A deep-rooted public service ethos of independence, integrity, impartiality, equality, fairness and respect
- A culture of accountability, efficiency and value for money
- The highest standards of professionalism, leadership and rigour.

2015 Highlights

Progress on all of our actions is in the attached table but here are some highlights.

In the **Healthy Ireland** priority area, we published the first Healthy Ireland survey giving a clear picture of the nation's health for the first time since the 2007 Slán survey. It will be repeated annually to monitor and measure progress.

The Public Health Alcohol Bill was published. The Bill is the centrepiece of a package of measures aimed at reducing alcohol intake and addressing alcohol misuse in Ireland through initiatives like minimum unit pricing, health and calorie labelling, reducing availability and visibility in shops and restrictions on marketing, advertising and sponsorship. 2015 also saw the tighter regulation of sunbed use in order, in particular, to protect children. Ireland's first Sexual Health Strategy was also published.

As part of improving **patient outcomes**, during 2015, additional funding of €117 million was provided to the HSE to relieve ED overcrowding pressures. €74 million went to increase the number of long term nursing home care places, reduce waiting times for these places, and provide extra transitional care beds and home care packages to support patients who don't need acute hospital care. €25 million was provided to relieve pressure on acute hospitals and further funding of €18 million was awarded in July to support hospitals over the winter period (enabling over 300 additional beds to be opened or reopened). In April, the ED Taskforce published an action plan to make the best use of existing capacity in the health service and to improve leadership, governance, planning and oversight. With an increase in resources for the Nursing Home Support Scheme (Fair Deal), community beds and home care packages, the number of delayed discharges fell from a high of 840 in December 2014 to 519 in December 2015. Waiting times for nursing home bed approval under the scheme reduced from 11 to 4 weeks. However, reducing ED overcrowding remains a challenge, even if progress was made in 2015 and levels of overcrowding are down compared to 2014. It is an area that requires and will receive sustained focus through 2016.

We completed Ireland's first ever Maternity Strategy which provides the framework for a new, better and safer maternity service. A new model of care will be implemented which will provide choice and more personalised care for women and babies.

The Air Ambulance Service was made permanent and the National Emergency Operation Centre in Tallaght opened.

The planning application for the new children's hospital (St James's campus) and satellite centres (Blanchardstown and Tallaght) was submitted to An Bord Pleanála (ABP) in August.

A key part of the Government's plan for our healthcare system is the most significant reform of our hospital service since the foundation of the State - the establishment of hospital groups. The focus

in 2015 has been on getting the hospital groups up and running as single cohesive units. Of huge significance is that now hospitals working together in a Group will also be able to support each other, providing a stronger role for smaller hospitals in delivering less complex care and ensuring that those who require emergency or complex planned care are managed safely in larger hospitals.

Government approved an evidence-based multi-annual public health plan for the pharmaceutical treatment and potential cure of patients with Hepatitis C, in line with the approach set out in the Report of an Expert Advisory Group led by the Department. We secured funding of €30 million to fund these new, innovative drugs and to begin implementation of the plan. The HSE established a National Hepatitis C Treatment Programme and in 2015 almost 400 patients either commenced or completed the treatment during the year. The preliminary outcome data which is available shows high rates of sustained viral response and viral clearance.

A series of new National Clinical Effectiveness Guidelines were published along with the heads of the Health Information and Patient Safety Bill. Illustrating how our actions are interconnected, the Bill deals with a number of areas including information related matters, research ethics approval structures as well as legislative initiatives to support a new programme of patient safety reform. The patient safety programme includes the establishment of a national patient advocacy service, measurement of patient experience, extending the clinical effectiveness agenda and setting up a National Advisory Council for Patient Safety. A National Patient Safety Office in the Department of Health is being established to oversee a programme of patient safety measures and advise the HSE, HIQA and health professional regulatory bodies on patient safety issues.

We published a new National Strategy to Reduce Suicide 2015 – 2020 (“Connecting for Life”) which seeks to reduce the level of suicide and self-harm by 10% over its lifetime.

The first two phases of universal GP care were introduced in July and August 2015. These two phases cover all children under 6 and all persons over 70 years. Approximately 800,000 children and older people are now automatically covered for GP care without fees, and without the need for a means-test. The service for under-6s includes health checks and also a new cycle of asthma care, for which 20,000 children have been signed up. In addition, over 62,000 adults with type 2 diabetes have been registered by their GPs for a new programme which facilitates enhanced management of the illness through primary care.

The number of people with health insurance increased by almost 100,000 in 2015. Young adult discounts and Lifetime Community Rating were introduced both of which promoted increased uptake and sustainability in the market. The VHI secured authorisation from the Central Bank, without recourse to public funds. In December, the HSE and VHI agreed terms to speed up the processing of claims and payments for insured patients in public hospitals. Under the terms of the agreement accelerated payments of €100 million were paid by VHI.

In October 2015, the Government approved capital of more than €3 billion over six years for the improvement of health facilities. As a result expenditure under the **health capital programme** will rise from about €400 million in 2016 to €600 million in 2021. Provision has also been made for further public private partnerships to the value of €150 million. Milestones achieved in 2015 included the commencement of enabling works for the new National Forensic Mental Health Hospital in Portrane and the submission of the planning application for the new children's hospital to An Bord Pleanála.

Capital of €55 million was allocated for development of ICT; an increase of 37.5 per cent. The new HSE e-mail service "Healthmail" was launched. Initially, it enables GPs to communicate securely with other parts of the health service. It is connected to all HSE hospitals, over 20 voluntary hospitals and agencies. It has the potential to reduce the number of patients being referred to outpatient departments in circumstances where clinical advice is all that is required. It also has the potential for more effective discharge processes by enabling direct contact between GPs and hospital personnel.

In addition, following a successful pilot in the Cork and Kerry region in 2014, the National Electronic General GP Referral Project was implemented in over 50% of hospitals nationwide, including three complete hospital groups – HSE South/South West, Saolta and University of Limerick Hospital Groups.

The drafting of the General Scheme of legislative provisions dealing with a broad range of aspects relating to assisted human reproduction commenced in 2015, following Government approval of the heads of a Bill in February 2015. The aim of the legislation is to promote and ensure the health and safety of parents, others involved in the process (such as egg/sperm donors and surrogate mothers) and, most importantly, the children who will be born as a result of assisted reproduction.

Following the publication of the Expert Group Review of the Mental Health Act 2001 we moved to make priority changes to that legislation through the Mental Health Amendment Act 2015 so that in future where an involuntary patient with capacity refuses ECT or administration of medicine over a period of three months, that refusal will be respected.

Other Achievements

The Department supported the Minister for Health and the two Ministers of State in fulfilling their duties, which include discharging their accountability to the Oireachtas and the public, meeting a wide range of stakeholders and speaking at many public events. As a measure of the activity involved, the Department responded to over 8,000 Parliamentary Questions and prepared speaking material for Ministers for over 200 public events.

We also had significant achievements in terms of engagement at North South and European levels. Governance arrangements for the Congenital Heart Disease Network were introduced. This is the

first significant all-island model of clinical care and will work largely from Our Lady's Children's Hospital, Crumlin in partnership with the Royal Hospital, Belfast in Northern Ireland, alongside the Mater Hospital in Dublin. The Network will initially focus on treating children and young adults.

We completed the transposition of EU Directive 2011/24/EU on the application of patients' rights in cross-border healthcare. We worked closely with the HSE, which is the National Contact Point under the Directive, to ensure that the necessary arrangements to give effect to the Directive in Ireland were put in place. Also at EU level we represented Ireland in ongoing negotiations on draft EU regulations on Medical Devices and *In Vitro* Devices. The aim is to provide an enhanced legislative framework to ensure that medical devices placed on the European market are safe for patients and also to improve patient access to innovative treatments.

In terms of stakeholder engagement and collaboration, we conducted public consultations on a range of health policy issues, including the development of the national maternity strategy, the preparation of a new national cancer strategy, the preparation of a trauma policy and proposals to widen access to prescription-only medicines in emergency situations. In September 2015 we held the second annual health sector consultation event with the theme "Integrating Healthcare" and we arranged a symposium on the ethical issues around "nudging" ("Influencing healthy Lifestyles: Nudging or Shoving?").

We led the Anti-Microbial Resistance Committee with the Department of Agriculture, Food and the Marine. Our Chief Medical Officer and the Chief Veterinary Officer jointly chaired meetings of the committee, which aims to raise public and professional awareness in both the health and agricultural sectors of the public and animal health threat of anti-microbial resistance and the potential repercussions for human health.

In terms of the wider contribution of health, in particular on the jobs agenda, in 2015, we secured funding of €5 million over five years for the Health Innovation Hub, a partnership between private sector companies and the health service to develop ground-breaking Irish healthcare products and research, use them to benefit Irish patients and open up opportunities for global marketing and sale.

We played a central role in the development and enactment of the Redress for Women Resident in Certain Institutions Act 2015, providing for a range of primary and community health services to be made available free of charge to women who worked in Magdalen Laundries and two similar institutions.

The Symphysiotomy Payment Scheme - open to women, still living and who underwent a surgical symphysiotomy or pubiotomy in the State between the years 1940 and 1990 - received 360 applications. At December 2015, conditional offers totalling €26 million had been made.

Working Better Together

In 2015 we established an integrated organisational development programme called *Working Better Together*.

Through *Working Better Together* we are working towards achieving a Department which is: focused on priority outcomes; evidence-informed; responsible and accountable; supportive of staff; committed to learning and development; and open in sharing relevant information and collaborating with others. *Working Better Together* is also our Department's contribution to Civil Service Renewal.

During 2015, a new organisational design was developed and implemented, and revised Management Team responsibilities and membership introduced. We filled four Management Team vacancies in the portfolios of Governance and Performance, Strategy and Policy, R&D and Health Analytics, and Human Resources. Existing staff at all levels of the Department have been allocated to new roles within this revised organisation design and recruitment of further expertise is underway.

In addition to the new organisational design and structure, improving organisational effectiveness will involve changes in how decisions are made; how work processes are designed and implemented; staff are trained, developed and supported; resources are deployed and managed; technology is used and performance is reviewed. In September 2015, an integrated programme of work was finalised to achieve this organisational development.

As part of the programme, we established 9 project groups tasked with progressing different workstreams; all with the goal of delivering a better environment in which to deliver our work, where on an on-going basis high performance is achieved, where collaborative working is promoted, and where we can all develop our knowledge and skills. Over one third of staff from across the Department are participating on a project group with others inputting in other ways.

Key to Tables which Follow:

Colour	Interpretation
ACHIEVED	Deliverable from Strategy Statement 2015-2017 fully achieved in 2015.
UNDERWAY	Work to achieve deliverable from Strategy Statement 2015-2017 commenced in 2015.
FOR INITIATION IN 2016/2017	Work on this deliverable planned for commencement in 2016/2017.
SIGNIFICANT DELIVERY CHALLENGE EXPERIENCED	Work on this deliverable commenced in 2016 but significant problems in achieving full delivery experienced. Continued work required.

Overall achievement in 2015:

Performance	Number of Deliverables (%)
ACHIEVED	26 deliverables (28%)
UNDERWAY	62 deliverables (67%)
FOR INITIATION IN 2016/2017	1 deliverable (1%)
SIGNIFICANT DELIVERY CHALLENGE EXPERIENCED	3 deliverables (3%)
TOTAL NUMBER OF DELIVERABLES IN STRATEGY STATEMENT 2015-2017	92 deliverables (100%)

Actions	Deliverables	How will we measure success?	On Schedule/ Delivered?	Notes Year One Delivery
Priority Area: Driving the Healthy Ireland Agenda				
Health and wellbeing	<ul style="list-style-type: none"> • Introduce Public Health legislation (Alcohol, Standardised Packaging of Tobacco, Licensing of Sale of Tobacco) 	<ul style="list-style-type: none"> • Public Health legislation introduced 	ACHIEVED	<ul style="list-style-type: none"> • Standardised Packaging of Tobacco enacted and regulations published. • Public Health (Alcohol) Bill introduced to Oireachtas. • Regulatory Impact Analysis in relation to legislation on the licensing of sale of tobacco products and non-medicinal nicotine delivery systems currently being drafted.
	<ul style="list-style-type: none"> • Commence the Protection of Children’s Health (Tobacco Smoke in Mechanically Propelled vehicles) Act 2014 	<ul style="list-style-type: none"> • Legislation commenced 	ACHIEVED	<ul style="list-style-type: none"> • Legislation commenced on 1 January 2016.
	<ul style="list-style-type: none"> • Transpose the EU Tobacco Products Directive 	<ul style="list-style-type: none"> • Transposition of the EU Tobacco Products Directive 	UNDERWAY	<ul style="list-style-type: none"> • Public consultation undertaken in Q4 2015; due for transposition 2016.
	<ul style="list-style-type: none"> • Implement the National Substance Misuse Strategy 2012 	<ul style="list-style-type: none"> • National Substance Misuse Strategy 2012 implemented 	UNDERWAY	<ul style="list-style-type: none"> • Implementation ongoing. Progress to date to be outlined in National Substance Misuse Annual Report due to be published in Q2 2016.
	<ul style="list-style-type: none"> • Implement Tobacco Free Ireland 	<ul style="list-style-type: none"> • Tobacco Free Ireland implemented 	UNDERWAY	<ul style="list-style-type: none"> • Progress to date outlined in Tobacco Free Ireland Annual Report.
	<ul style="list-style-type: none"> • Publish first Healthy Ireland survey 	<ul style="list-style-type: none"> • Healthy Ireland survey published in 2015 	ACHIEVED	<ul style="list-style-type: none"> • Survey published October 2015.

Actions	Deliverables	How will we measure success?	On Schedule/ Delivered?	Notes Year One Delivery
Priority Area: Driving the Healthy Ireland Agenda				
	<ul style="list-style-type: none"> Publish Obesity Policy 	<ul style="list-style-type: none"> Obesity Policy published 	UNDERWAY	<ul style="list-style-type: none"> Comprehensive consultation was undertaken and the national <i>Obesity Policy and Action Plan</i> is close to completion. Progress made on the revision of the Healthy Eating Guidelines. A Working Group was established in association with industry to develop a voluntary Code of Practice in relation to Advertising, Promotion and Sponsorship of Food and Drink.
	<ul style="list-style-type: none"> Publish Sexual Health Policy 	<ul style="list-style-type: none"> Sexual Health Strategy published 	ACHIEVED	<ul style="list-style-type: none"> Strategy and 2016 Action Plan published October 2015.
	<ul style="list-style-type: none"> Publish a new National Drugs Strategy 	<ul style="list-style-type: none"> New National Drugs Strategy work commenced 	UNDERWAY	<ul style="list-style-type: none"> Steering Group & chair appointed.
	<ul style="list-style-type: none"> Publish Oral Health Strategy 	<ul style="list-style-type: none"> Oral Health Strategy published 	UNDERWAY	<ul style="list-style-type: none"> Needs assessment for older age group completed - adolescents and children being finalised. Review of resources (including workforce and education) commencing. Consultation with the profession and the public commencing.
	<ul style="list-style-type: none"> Lead the implementation of the National Positive Ageing Strategy 	<ul style="list-style-type: none"> National Positive Ageing Strategy implemented 	UNDERWAY	<ul style="list-style-type: none"> Implementation underway; revised engagement approach to cross-sectoral working.

Actions	Deliverables	How will we measure success?	On Schedule/ Delivered?	Notes Year One Delivery
Priority Area: Driving the Healthy Ireland Agenda				
	<ul style="list-style-type: none"> Develop a national 'Healthy Workplace' framework across both public and private sector 	<ul style="list-style-type: none"> Healthy Ireland established across all sectors, including through the development of the Healthy Workplace framework 	UNDERWAY	<ul style="list-style-type: none"> Working group (co-chaired with Department of Jobs, Enterprise and Innovation) established and project plan in development.
	<ul style="list-style-type: none"> Publish and implement the National Physical Activity Plan under Healthy Ireland 	<ul style="list-style-type: none"> National Physical Activity Plan being implemented 	UNDERWAY	<ul style="list-style-type: none"> NPAP finalised in association with Department of Transport, Tourism and Sport in 2015. Published January 2016. Implementation process continues under the auspices of the Healthy Ireland Council.
	<ul style="list-style-type: none"> Drive cross-sectoral implementation of Healthy Ireland 	<ul style="list-style-type: none"> Using the Healthy Ireland Outcomes Framework we're developing and analysing the results of the Healthy Ireland survey 	UNDERWAY	<ul style="list-style-type: none"> Healthy Ireland Survey findings can support policy planning and evaluation and future waves can incorporate modules to collect data relevant to cross-sectoral priorities. The Healthy Ireland Outcomes Framework will facilitate assessment of the impact of cross-sectoral action on key indicators, as well as helping identify areas of action requiring more focus.
	<ul style="list-style-type: none"> Progress the achievement of the highest standards of food safety by ensuring an appropriate legal framework, policies and relevant structures are in place 	<ul style="list-style-type: none"> Appropriate legal framework, policies and relevant structures in place 	ACHIEVED	<ul style="list-style-type: none"> Highest standards maintained and progressed through the introduction of 18 Statutory Instruments.

Actions	Deliverables	How will we measure success?	On Schedule/ Delivered?	Notes Year One Delivery
Priority Area: Driving the Healthy Ireland Agenda				
	<ul style="list-style-type: none"> Protect the health and safety of the public with regard to medicinal products, cosmetics and medical devices through an appropriate legal framework, policies and structures 	<ul style="list-style-type: none"> Appropriate legal framework, policies and relevant structures in place 	ACHIEVED	<ul style="list-style-type: none"> Regulations introduced to allow wide availability of certain life-saving prescription-only medicines and to allow pharmacist administration of two preventative vaccines to protect public health.
	<ul style="list-style-type: none"> Lead implementation of health commitments in <i>Better Outcomes Brighter Futures – The National Policy Framework for Children and Young People</i> 	<ul style="list-style-type: none"> Commitments under in <i>Better Outcomes Brighter Futures</i> delivered 	UNDERWAY	<ul style="list-style-type: none"> Good progress made on establishing implementation structures, cross-departmental working and delivering key commitments including: <ul style="list-style-type: none"> Extension of free GP care to Under 6s. Introduction of public health legislation on tobacco and alcohol with key aim of protecting children and young people. Collaboration with DCYA on consultation with young people in development of Obesity policy National Physical Activity Plan has key focus on children and young people.
	<ul style="list-style-type: none"> Work with the HSE to complete a climate change adaptation plan for the health sector 	<ul style="list-style-type: none"> Climate change adaptation plan in place 	UNDERWAY	<ul style="list-style-type: none"> Work continuing in accordance with the requirement of the Climate Action and Low Carbon Development Act, 2015.

Actions	Deliverables	How will we measure success?	On Schedule/ Delivered?	Notes Year One Delivery
Priority Area: Improving Patient Outcomes				
Enhance patient safety, quality and clinical effectiveness	<ul style="list-style-type: none"> Publish Code of Conduct setting out Health Service Employers' responsibilities for optimising performance, safety and overall governance within organisations. 	<ul style="list-style-type: none"> Code of Conduct published and an implementation process agreed 	UNDERWAY	<ul style="list-style-type: none"> Work completed on the code in advance of publication in 2016. The HSE Service Plan for 2016 commits to the implementation of the Code.
	<ul style="list-style-type: none"> Establish National Healthcare Quality Reporting System, including publication of annual report 	<ul style="list-style-type: none"> National Healthcare Quality Reporting System established 	ACHIEVED	<ul style="list-style-type: none"> First annual report published in March 2015.
	<ul style="list-style-type: none"> Agree priorities for the extension of HIQA's regulatory remit, commencing with private healthcare providers 	<ul style="list-style-type: none"> Health Act 2007 amended and HIQA's remit extended to the prioritised areas 	UNDERWAY	<ul style="list-style-type: none"> Priorities agreed and Government approval for Heads of Health Information and Patient Safety Bill approved November 2015; drafting has commenced.
	<ul style="list-style-type: none"> Extend and implement suite of National Clinical Guidelines and Audit (as developed by the National Clinical Effectiveness Committee) 	<ul style="list-style-type: none"> National Clinical Practice Guidance and Audit extended and implemented 	ACHIEVED	<ul style="list-style-type: none"> 8 National Clinical Guidelines quality assured and published and National Standards for Clinical Practice Guidance published. National Clinical Audit framework, prioritisation and quality assurance documents published.

Actions	Deliverables	How will we measure success?	On Schedule/ Delivered?	Notes Year One Delivery
Priority Area: Improving Patient Outcomes				
	<ul style="list-style-type: none"> Develop and implement a Public Health Plan for Hepatitis C 	<ul style="list-style-type: none"> Public Health Plan for Hepatitis C published and being implemented 	ACHIEVED	<ul style="list-style-type: none"> Developed an evidence-based multi annual public health plan for the pharmaceutical treatment of patients with Hepatitis C using new direct acting anti-viral drugs. Secured funding of €30 million for its implementation. HSE established a National Hepatitis C Treatment Programme which identified over 700 patients as meeting the clinical criteria for access to treatment. Almost 400 either commenced or completed the treatment. Indicative results show a high rate of sustained viral response and viral clearance.
	<ul style="list-style-type: none"> Publish and implement a Maternity Care Strategy 	<ul style="list-style-type: none"> Strategy published and being implemented 	ACHIEVED	<ul style="list-style-type: none"> Working Group established in April completed their work by year end; Strategy approved by Government and published January 2016. The Strategy provides a new framework for the delivery of safer, better maternity services.
	<ul style="list-style-type: none"> Publish and implement a Cancer Strategy 	<ul style="list-style-type: none"> Strategy published and being implemented 	UNDERWAY	<ul style="list-style-type: none"> Steering Group and national patient forum established in May 2015; strategy is under development.

Actions	Deliverables	How will we measure success?	On Schedule/ Delivered?	Notes Year One Delivery
Priority Area: Improving Patient Outcomes				
	<ul style="list-style-type: none"> Strengthen indemnity arrangements with providers to enable improved quality and patient safety 	<ul style="list-style-type: none"> Indemnity arrangements strengthened 	UNDERWAY	<ul style="list-style-type: none"> National Incident Management System introduced throughout the HSE. Work on increasing the functionality of the system has commenced.
	<ul style="list-style-type: none"> Examine processes for addressing claims of clinical negligence in conjunction with the Department of Justice and Equality. 	<ul style="list-style-type: none"> Processes for addressing clinical negligence claims examined 	UNDERWAY	<ul style="list-style-type: none"> Pre-action protocols for medical negligence cases included in the Legal Services Act 2015. Government approval for Heads of Civil Liability (Amendment) Bill which includes provisions for Periodic Payment Order.
Implement integrated care programmes	<ul style="list-style-type: none"> Implement five Integrated Care Programmes (ICP) to introduce clinically-led, multi-disciplinary integrated models of care in respect of patient flow, older persons, chronic disease prevention and management, children's health and maternal health 	<ul style="list-style-type: none"> Five integrated care programmes implemented 	UNDERWAY	<ul style="list-style-type: none"> Governance arrangements identified. Programme Initiation Documents for Chronic Disease & Older People ICPs approved. Senior Programme Manager for Patient Flow and Children's ICPs appointed.

Actions	Deliverables	How will we measure success?	On Schedule/ Delivered?	Notes Year One Delivery
Priority Area: Improving Patient Outcomes				
Delayed Discharges and Waiting Times	<ul style="list-style-type: none"> In 2015, achieve a one third reduction in delayed discharges and in the average number of patients waiting for admission on trolleys in ED for over 9 hours (i.e. to less than 70 patients)(Q4 average number of delayed discharges and SDU TrolleyGAR) and reduce further in later years. 	<ul style="list-style-type: none"> Targets on delayed discharges and patients waiting for admission on trolleys achieved and sustained 	SIGNIFICANT DELIVERY CHALLENGE EXPERIENCED	<p>During 2015, additional funding of €117 million was provided to the HSE to relieve ED overcrowding pressures. Considerable progress was made in 2015 as follows:</p> <ul style="list-style-type: none"> Delayed discharges down 27% (711 at 30 Dec 2014; 519 at 29 Dec 2015) Waiting times for nursing home bed approval under the Fair Deal Scheme reduced from 11 to 2-4 weeks. Under the Winter Additional Bed Capacity Initiative, over 300 additional beds opened or reopened. Average number of patients waiting greater than 9 hours on trolleys was 99 in Q4 2015
	<ul style="list-style-type: none"> Develop and implement a plan to address waiting lists, with a focus on very long waiters such that by mid-year, nobody will wait longer than 18 months for in patient and day case treatment or an outpatient appointment, with a further reduction thereafter to no greater than 15 months by end year and reduce further in later years 	<ul style="list-style-type: none"> Additional 2015 provision delivered Action plan on waiting lists developed and implemented so that targets achieved and sustained 	SIGNIFICANT DELIVERY CHALLENGE EXPERIENCED	<p>Clear progress was made to reduce the numbers of patients on waiting lists by end Dec 2015. At end 2015 the following achievements were made:</p> <ul style="list-style-type: none"> 95% achievement against these maximum wait times for In-Patient/Day Case Waiting List. 93% achievement against these maximum wait times for Out-Patient Waiting List.
	<ul style="list-style-type: none"> Specialty based waiting lists for each hospital to be made public by summer 2015 	<ul style="list-style-type: none"> Specialty based waiting lists published by summer 2015 	ACHIEVED	<ul style="list-style-type: none"> Since April 2015, OP and IP/DC Waiting Lists published by hospital and specialty on www.ntpf.ie.

Actions	Deliverables	How will we measure success?	On Schedule/ Delivered?	Notes Year One Delivery
Priority Area: Improving Patient Outcomes				
	<ul style="list-style-type: none"> Implement the Emergency Department Taskforce Action Plan and review regularly to ensure optimal effect 	<ul style="list-style-type: none"> ED Taskforce Action Plan implemented 	UNDERWAY	<ul style="list-style-type: none"> ED Taskforce Action Plan published in April 2015. ED Taskforce Implementation Group met regularly during 2015 to oversee implementation of Action Plan recommendations.
Assisted Human Reproduction	<ul style="list-style-type: none"> Publish and enact legislation to regulate assisted human reproduction and stem cell research 	<ul style="list-style-type: none"> AHR legislation enacted 	UNDERWAY	<ul style="list-style-type: none"> Drafting of General Scheme ongoing; publication envisaged in 2016.
Mental Health	<ul style="list-style-type: none"> Publish National Framework for Suicide Prevention 	<ul style="list-style-type: none"> National Framework for Suicide Prevention published 	ACHIEVED	<ul style="list-style-type: none"> <i>Connecting for Life</i> published June 2015.
	<ul style="list-style-type: none"> Publish review of the Mental Health Act 2001 and make agreed legislative changes 	<ul style="list-style-type: none"> Review of Mental Health Act published and legislative changes made 	UNDERWAY	<ul style="list-style-type: none"> Review published and priority amendments (ECT) made December 2015. Work begun on preparing Heads of a revised Mental Health Bill to implement further legislative changes.
	<ul style="list-style-type: none"> Update <i>Vision for Change</i> Policy with a focus on implementation of key initiatives 	<ul style="list-style-type: none"> <i>Vision for Change</i> updated 	UNDERWAY	<ul style="list-style-type: none"> Work continued in 2015 on the implementation of <i>Vision</i>, including the further development of Community Mental Health Teams, Child and Adolescent Mental Health Services, and community based specialist mental health services. Preliminary work commenced on draft of new policy.

Actions	Deliverables	How will we measure success?	On Schedule/ Delivered?	Notes Year One Delivery
Priority Area: Improving Patient Outcomes				
Social care	<ul style="list-style-type: none"> Complete review of Fair Deal and implement agreed recommendations 	<ul style="list-style-type: none"> Fair Deal review recommendations implemented 	UNDERWAY	<ul style="list-style-type: none"> Review published in July 2015. Working group established to oversee implementation of recommendations.
	<ul style="list-style-type: none"> Review assessment of needs provision under Part 2 of the Disability Act 2005 	<ul style="list-style-type: none"> Assessment of needs review completed 	FOR INITIATION IN 2016/2017	<ul style="list-style-type: none"> Data collection, impacts of provision and preparation of any required legislative amendments to be commenced in 2016.
	<ul style="list-style-type: none"> Progress the reconfiguration of residential services as recommended in <i>Time to Move on from Congregated Settings</i> 	<ul style="list-style-type: none"> Residential and adult day services reconfiguration progressed 	UNDERWAY	<ul style="list-style-type: none"> In 2015, 137 people completed their transition from congregated settings.
	<ul style="list-style-type: none"> Reconfigure services under the Progressing Disabilities Services Programme for Children and Young People 0-18s 	<ul style="list-style-type: none"> Therapy services reconfiguration progressed 	UNDERWAY	<ul style="list-style-type: none"> Re-organisation of existing children's disability therapy services progressed; for completion by HSE in 2016.

Actions	Deliverables	How will we measure success?	On Schedule/ Delivered?	Notes Year One Delivery
Priority Area: Implement agreed steps towards universal healthcare				
Phase extension of GP cover	<ul style="list-style-type: none"> • Make the first concrete steps to Universal Healthcare by extending GP services without fees to the under 6s and over 70s 	<ul style="list-style-type: none"> • GP services without fees available to all children under 6 and all persons over 70 	ACHIEVED	<ul style="list-style-type: none"> • Schemes for under 6s and over 70s commenced in 2015 in July and August respectively. • By end-2015, there were 220,890 new child GP visit card holders and 93% of GPs had signed up for the new enhanced under-6s service. • Over 51,000 patients registered for GP care without fees at point of access to all persons aged 70 or above.
	<ul style="list-style-type: none"> • Plan for extension of GP care without fees to more of the population 	<ul style="list-style-type: none"> • Plans in place for further extension of GP services 	UNDERWAY	<ul style="list-style-type: none"> • Plan for extension to under 12s in 2016 in place.
	<ul style="list-style-type: none"> • Agree a new GP contract 	<ul style="list-style-type: none"> • New GP contract implemented 	UNDERWAY	<ul style="list-style-type: none"> • Discussions on main GMS contract commenced with IMO.
	<ul style="list-style-type: none"> • Put in place models of care that improve the way people can access services (e.g. new chronic disease management models, increasing GP access to diagnostic services and progressing the provision of minor surgery services in primary care) 	<ul style="list-style-type: none"> • New and improved models of care in place 	UNDERWAY	<ul style="list-style-type: none"> • By end-2015, over 20,000 children had been registered for the Asthma Cycle of Care by their GPs. • Diabetes Cycle of Care for adult medical card and GP visit card patients with Type 2 Diabetes commenced on 1 October 2015. By end-2015, over 63,000 patients were registered. • Diagnostic & Minor Surgery pilots in Primary Care have commenced.

Actions	Deliverables	How will we measure success?	On Schedule/ Delivered?	Notes Year One Delivery
Priority Area: Implement agreed steps towards universal healthcare				
Scope universal healthcare	<ul style="list-style-type: none"> Complete the initial costing analysis and revert to Government with roadmap for next steps 	<ul style="list-style-type: none"> Next steps agreed 	ACHIEVED	<ul style="list-style-type: none"> Initial costing published November 2015 and roadmap reviewed by Government. Identified need for further research and cost modelling development to achieve building blocks to universal healthcare.
Promote a sustainable, cost effective private health insurance market	<ul style="list-style-type: none"> Oversee the authorisation of the VHI by the CBI 	<ul style="list-style-type: none"> VHI authorised 	ACHIEVED	<ul style="list-style-type: none"> VHI authorised in July 2015, without the need for Exchequer funding.
	<ul style="list-style-type: none"> Implement a package of measures to increase the number of people with health insurance 	<ul style="list-style-type: none"> Number of people with health insurance increased 	ACHIEVED	<ul style="list-style-type: none"> Open Enrolment and Lifetime Community Rating Regulations came into effect 1 May 2015. Also in May, 'Young Adult' rates introduced. In 2015, the number of people with health insurance increased by over 93,000.

Actions	Deliverables	How will we measure success?	On Schedule/ Delivered	Notes Year One Delivery
Priority Area: Reform operational systems to drive better outcomes				
Develop Hospital Groups	<ul style="list-style-type: none"> • Get Hospital Groups up and running, including approving a strategic plan for each Group 	<ul style="list-style-type: none"> • Strategic plans in place for all hospital groups 	UNDERWAY	<ul style="list-style-type: none"> • Group CEOs and management teams in place. • Arrangements to establish Group Boards being finalised. • Guidance providing national strategic direction for Strategic Plans developed • Work underway by Hospital Groups on the development, demonstrating a co-ordinated approach to the planning and delivery of services within and across the hospital groups.
Implement service improvements for the National Ambulance	<ul style="list-style-type: none"> • Develop and implement policy on national specialties 	<ul style="list-style-type: none"> • New policy on national specialties being implemented 	UNDERWAY	<ul style="list-style-type: none"> • Trauma Services identified as a priority service requiring national policy direction. • A joint DOH/HSE Steering Group and Working Groups on a Trauma System for Ireland established.

Actions	Deliverables	How will we measure success?	On Schedule/ Delivered	Notes Year One Delivery
Priority Area: Reform operational systems to drive better outcomes				
Service	<ul style="list-style-type: none"> • Agree an Action Plan with the HSE to implement the recommendations of the ambulance service reviews 	<ul style="list-style-type: none"> • Action Plan agreed and being implemented 	UNDERWAY	<ul style="list-style-type: none"> • HIQA review published December 2014; action plan addressing the report's recommendations currently being implemented. • The NAS capacity report has been finalised. The Department is engaged with the HSE on publication of an action plan incorporating the recommendations of both the national capacity and HIQA reviews. The independent review of services in the greater Dublin area is being finalised. • When all three reviews are completed, the HSE will update the implementation action plan.
	<ul style="list-style-type: none"> • Develop and implement revised models of care for pre-hospital emergency care 	<ul style="list-style-type: none"> • New models of care for pre-hospital emergency care in place 	UNDERWAY	<ul style="list-style-type: none"> • Alternatives to the current care model are being examined by the NAS.
Strengthen Primary Care structures	<ul style="list-style-type: none"> • Establish Community Healthcare Organisations 	<ul style="list-style-type: none"> • CHOs in operation 	ACHIEVED	<ul style="list-style-type: none"> • Implementation plans completed • 9 Chief Officers appointed.
New Children's Hospital	<ul style="list-style-type: none"> • Enact legislation to merge the three children's hospitals into one 	<ul style="list-style-type: none"> • Legislation enacted 	UNDERWAY	<ul style="list-style-type: none"> • Work is ongoing to publish the Heads of Bill in consultation with Children's Hospitals.

Actions	Deliverables	How will we measure success?	On Schedule/ Delivered	Notes Year One Delivery
Priority Area: Reform operational systems to drive better outcomes				
Plan for new health service structures	<ul style="list-style-type: none"> Scope the development of new health structures and implement agreed structural changes 	<ul style="list-style-type: none"> Scoping and analysis of approaches to new health structures carried out 	UNDERWAY	<ul style="list-style-type: none"> Primary care continued to be strengthened and Hospital Groups and Community Healthcare Organisations introduced. Legislative proposals will be brought forward, where necessary, to underpin reforms.
Develop and implement robust governance and accountability frameworks	<ul style="list-style-type: none"> Implement agreed HSE Performance Accountability Framework system and monitor implementation of the HSE corporate plan and annual service plans 	<ul style="list-style-type: none"> 2015 and subsequent HSE NSPs delivered within budget HSE Performance Accountability Framework implemented 	SIGNIFICANT DELIVERY CHALLENGE EXPERIENCED	<ul style="list-style-type: none"> Governance framework in place to allow monitoring of HSE performance. HSE implemented framework in 2015. Review completed and revised framework in place for 2016. Further progress required in 2016.
	<ul style="list-style-type: none"> Support the procurement and phased implementation of a new national financial management system (FMS) in the HSE. 	<ul style="list-style-type: none"> New national FMS implemented 	UNDERWAY	<ul style="list-style-type: none"> Peer review passed allowing HSE to move to the procurement phase.
	<ul style="list-style-type: none"> Implement new appointment process for State boards in conjunction with the Public Appointments Service 	<ul style="list-style-type: none"> Appointments to State boards made in line with new processes 	ACHIEVED	<ul style="list-style-type: none"> Appointments made by the Minister to State Boards have been in accordance with DPER Guidelines.
	<ul style="list-style-type: none"> Develop a mechanism to ensure the implementation of HIQA recommendations made to the HSE 	<ul style="list-style-type: none"> HIQA recommendations implemented by the HSE in full 	ACHIEVED	<ul style="list-style-type: none"> A mechanism was agreed between HSE, DOH and HIQA. This HSE tracking system will produce progress reports in 2016 to facilitate full implementation of HIQA recommendations.

Actions	Deliverables	How will we measure success?	On Schedule/ Delivered	Notes Year One Delivery
Priority Area: Reform operational systems to drive better outcomes				
Stabilise and build a sustainable workforce	<ul style="list-style-type: none"> Implement key initiatives on medical training and career structure and staffing and skill mix for nurses 	<ul style="list-style-type: none"> Strategic Review of Medical Training and Career Structure and staffing and skill mix recommendations implemented 	UNDERWAY	<ul style="list-style-type: none"> Agreement reached on improved pay scales for new entrant consultants. Careers and training website launched by the HSE in September as recommended by MacCraith report. By July, 44 of the 50 training programmes offered pre-defined rotations of at least 2 years; 12 offered pre-defined rotations for the full programme duration. Interim Report and Recommendations by the Taskforce on Staffing and Skill Mix for Nursing completed and approved. Recommended for pilot in 2016. Pilot planning commenced.
	<ul style="list-style-type: none"> Develop and implement a national integrated strategic framework for health workforce planning 	<ul style="list-style-type: none"> National integrated strategic framework for health workforce planning being implemented 	UNDERWAY	<ul style="list-style-type: none"> Desk-based international practice review completed and evidence review (with HRB) ongoing.
	<ul style="list-style-type: none"> Develop a sector wide Human Resources Framework and Forum designed to provide best practice advice and guidance to the Health sector create a nationally integrated workforce supply chain. 	<ul style="list-style-type: none"> Human Resources Framework and Forum in place 	UNDERWAY	<ul style="list-style-type: none"> HR Policy Forum for Departmental Agencies to commence in 2016.

Actions	Deliverables	How will we measure success?	On Schedule/ Delivered	Notes Year One Delivery
Priority Area: Reform operational systems to drive better outcomes				
Develop accountability frameworks for regulated health professionals	<ul style="list-style-type: none"> Strengthen professional regulation through new legislation and by transposing an EU Directive on Professional Qualifications into Irish law 	<ul style="list-style-type: none"> EU Directive transposed 	UNDERWAY	<ul style="list-style-type: none"> Work continues with the Department of Education and Skills in relation to the Statutory Instrument transposing the Professional Qualifications Directive.
	<ul style="list-style-type: none"> Implement Health (Misc. Provisions) Bill 2015 	<ul style="list-style-type: none"> Health (Misc. Provisions) Bill 2015 implemented 	UNDERWAY	<ul style="list-style-type: none"> Heads of Bill approved for drafting by Government in November 2015; Parliamentary Counsel has been assigned.
	<ul style="list-style-type: none"> Enact new Dental Act 	<ul style="list-style-type: none"> New Dental Act enacted 	UNDERWAY	<ul style="list-style-type: none"> Key issues policy paper approved and RIA commenced. Drafting of Scheme of Bill has commenced.
Other Initiatives	<ul style="list-style-type: none"> Reduce the cost of medicines for patients and the taxpayer 	<ul style="list-style-type: none"> Savings delivered on drugs and medicines 	UNDERWAY	<ul style="list-style-type: none"> Joint process with DPER and Office of Government Procurement underway and expert international input obtained in advance of negotiations with industry in 2016.
	<ul style="list-style-type: none"> Improve HSE income collection arrangements 	<ul style="list-style-type: none"> More income collected more quickly by the HSE 	ACHIEVED	<ul style="list-style-type: none"> HSE negotiated with VHI and signed Heads of agreement resulting in additional payments of over €100m.
	<ul style="list-style-type: none"> Implement Shared Services Plan 	<ul style="list-style-type: none"> Shared services delivery plans implemented 	UNDERWAY	<ul style="list-style-type: none"> We have engaged with NSSO on three projects. Implementation by the HSE ongoing.
	<ul style="list-style-type: none"> Implement External Service Delivery Plan 	<ul style="list-style-type: none"> External services delivery plans implemented 	UNDERWAY	<ul style="list-style-type: none"> Implementation by HSE ongoing.

Actions	Deliverables	How will we measure success?	On schedule/ Delivered?	Notes Year One Delivery
Priority Area: Introduce Innovative Funding Models				
Implement Activity-Based Funding	<ul style="list-style-type: none"> Embed 'activity-based funding' in the health services and work to develop outpatient and community classifications for activity-based funding 	<ul style="list-style-type: none"> Efficiencies and increased productivity identified through implementation of ABF High quality and timeliness of HIPE coding achieved and measured via performance reports ABF funding for outpatients commenced in hospitals 	UNDERWAY	<ul style="list-style-type: none"> HSE ABF Implementation Plan 2015 – 2017, published in May 2015. Detailed preparatory work was carried out during 2015, including a hospital cost benchmarking exercise and further improvements to coding of activity, to enable the ABF system to go live from 2016 in the 38 largest public hospitals.
Commissioning for better outcomes	<ul style="list-style-type: none"> Develop a policy framework on Healthcare Commissioning 	<ul style="list-style-type: none"> Policy framework completed 	UNDERWAY	<ul style="list-style-type: none"> A policy dialogue held in October 2015 with a panel of international commissioning experts.
Social Impact Bonds	<ul style="list-style-type: none"> Examine potential of Social Impact Bonds to finance better outcomes in addiction services 	<ul style="list-style-type: none"> Evaluation of Social Impact Bonds conducted 	ACHIEVED	<ul style="list-style-type: none"> Policy paper produced.
Tax expenditures/Reliefs	<ul style="list-style-type: none"> Review contribution of relevant tax reliefs to health policy objectives 	<ul style="list-style-type: none"> Reviews of potential measures to encourage the provision of (i) nursing home and community nursing unit facilities and (ii) primary care facilities undertaken 	ACHIEVED	<ul style="list-style-type: none"> The two reviews were submitted to Department of Finance in advance of the Budget and published December 2015.

Actions	Deliverables	How will we measure success?	On schedule/ Delivered?	Notes Year One Delivery
Priority Area: Modernise health facilities and ICT infrastructure				
Establish Individual Health Identifier	<ul style="list-style-type: none"> Issue the first Individual Health Identifiers 	<ul style="list-style-type: none"> IHI established and in use 	UNDERWAY	<ul style="list-style-type: none"> Health Identifiers legislation was commenced in 2015 along with the development of HIQA standards for the health identifiers operator.
eHealth Strategy	<ul style="list-style-type: none"> Increase investment in ICT and eHealth and establish 'eHealth Ireland' 	<ul style="list-style-type: none"> eHealth Ireland established and investment increased 	ACHIEVED	<ul style="list-style-type: none"> Investment in ICT was increased by 37.5% from €40m to €55m. Office of the Chief Information Officer, the eHealth Ireland ecosystem and the eHealth Ireland Advisory Committee were all established.
Health Information Bill	<ul style="list-style-type: none"> Publish and enact Health Information Bill 	<ul style="list-style-type: none"> Health Information Bill enacted 	UNDERWAY	<ul style="list-style-type: none"> Revised General Scheme of the Health Information and Patient Safety Bill was approved by Government in November 2015.
New Children's Hospital	<ul style="list-style-type: none"> Secure planning permission for the new children's hospital (St James's campus) and satellite centres (Blanchardstown and Tallaght) and commence construction works (subject to award of planning permission) 	<ul style="list-style-type: none"> Construction works commenced 	UNDERWAY	<ul style="list-style-type: none"> National Paediatric Hospital Development Board submitted a planning application for the new hospital and satellite centres in August 2015. An Bord Pleanála Planning decision scheduled for 2016.
National Maternity Hospital	<ul style="list-style-type: none"> Lodge planning application with An Bord Pleanála and commence construction works 	<ul style="list-style-type: none"> Construction works commenced 	UNDERWAY	<ul style="list-style-type: none"> Work has continued on designing the new hospital
National Forensic Mental Health Services (Portrane)	<ul style="list-style-type: none"> Commence construction and complete by end-2017 (subject to award of planning permission) 	<ul style="list-style-type: none"> Construction complete 	UNDERWAY	<ul style="list-style-type: none"> Planning permission granted and enabling works commenced.

Actions	Deliverables	How will we measure success?	On schedule/ Delivered?	Notes Year One Delivery
Priority Area: Modernise health facilities and ICT infrastructure				
Primary Care Centres	<ul style="list-style-type: none"> Deliver 9 Primary Care Centres in 2015 and work to deliver a further 28 by mid-2017 Continue to work with the private sector to deliver Primary Care Centres using the operational lease mechanism. 	<ul style="list-style-type: none"> 37 Primary Care centres delivered Operational lease mechanism in use 	UNDERWAY	<ul style="list-style-type: none"> 9 primary care centres provided. 38 locations where work is underway. In April 2015, European Investment Bank approved up to 50%/€70m for financing required for the PPP project which will deliver 14 primary care centres (included in 38 above).
National Plan for Radiology Oncology	<ul style="list-style-type: none"> Radiation Oncology Units for Cork and Galway 	<ul style="list-style-type: none"> Units delivered 	UNDERWAY	<p>CUH</p> <ul style="list-style-type: none"> Planning permission awarded and design team in place. <p>UHG</p> <ul style="list-style-type: none"> Planning permission awarded for radiation oncology facility. Construction of radiation oncology facility will begin following transfer of the acute mental health services to its new accommodation.
	<ul style="list-style-type: none"> Refresh equipment at St Luke's 	<ul style="list-style-type: none"> Equipment refreshed 	UNDERWAY	<ul style="list-style-type: none"> Scheduled for completion by end-2016.
Community Nursing Units (CNU's)	<ul style="list-style-type: none"> Pursue alternative public/private options to provide new community nursing units 	<ul style="list-style-type: none"> New Community Nursing Units delivered 	UNDERWAY	<ul style="list-style-type: none"> Report on Potential Measures to Encourage Provision of Nursing Home and Community Nursing Unit Facilities published December 2015. Employment & Investment Incentive Scheme (EIS) expanded in Budget 2016 to allow for investment in extension, management and operation of nursing homes.

Actions	Deliverables	How will we measure success?	On schedule/ Delivered?	Notes Year One Delivery
Priority Area: Develop the Department's workforce and capability				
Enhance staff engagement	<ul style="list-style-type: none"> Implement internal communications plan and refine methodology and tools 	<ul style="list-style-type: none"> Plan in place and refinement underway 	UNDERWAY	<ul style="list-style-type: none"> Series of Town Hall, Divisional and Unit meetings undertaken to improve communications and discuss organisational change. <i>Working Better Together</i> Project Group established to develop internal communications plan
Secure and allocate resources effectively	<ul style="list-style-type: none"> Develop and implement a Departmental workforce learning and development plan, with an initial focus on people management skills for managers and review it every year 	<ul style="list-style-type: none"> Workforce plan in place and reviewed annually 	UNDERWAY	<ul style="list-style-type: none"> <i>Working Better Together</i> Project Group established to develop learning and development plan.
Align organisational structures with strategic priorities	<ul style="list-style-type: none"> Align organisational structures appropriately 	<ul style="list-style-type: none"> Structures appropriately aligned 	ACHIEVED	<ul style="list-style-type: none"> A new organisational design has been implemented. Revised Management Team responsibilities have been introduced through changes in existing roles. Recruitment processes through the Public Appointments Service saw the filling of four Management Team vacancies in 2015 in the new and existing portfolios of: <ul style="list-style-type: none"> Governance and Performance, Strategy and Policy, R&D and Health Analytics, and Human Resources. Staff at all levels have been allocated to new roles within this revised organisation design and recruitment of

Actions	Deliverables	How will we measure success?	On schedule/ Delivered?	Notes Year One Delivery
Priority Area: Develop the Department's workforce and capability				
Promote staff learning and development	<ul style="list-style-type: none"> Implement staff learning and development plan 	<ul style="list-style-type: none"> Staff learning and development plan in place 	UNDERWAY	<p>further expertise is underway.</p> <ul style="list-style-type: none"> Increased targeted training opportunities provided to staff in 2015 and progress made on development of a medium to longer term learning and development plan which will be finalised through the established <i>Working Better Together</i> Project Group.
Implement Civil Service Renewal and the health reform programme	<ul style="list-style-type: none"> Strengthen Departmental governance, business planning, project management and performance management processes 	<ul style="list-style-type: none"> Processes improved 	UNDERWAY	<ul style="list-style-type: none"> Work on a Departmental approach to integrated, unified business planning and risk management is being progressed through the established project group <i>Working Better Together</i>.
	<ul style="list-style-type: none"> Implement agreed governance structures for the health reform programme, including the ongoing work of the PMO and the monthly reporting system 	<ul style="list-style-type: none"> Governance structures for health reform agreed and in place 	ACHIEVED	<ul style="list-style-type: none"> Quarterly returns made to DPER on Integrated Reform Delivery Plan. Programme Management Office Reporting System set up for priority projects.
Strengthen evidenced-based decision making	<ul style="list-style-type: none"> Enhance the Department's information and research capabilities 	<ul style="list-style-type: none"> Information and research capabilities enhanced 	ACHIEVED	<ul style="list-style-type: none"> New Research & Development and Health Analytics division lead by Assistant Secretary established to provide enhanced research and analytic capabilities.
Improved use of technology	<ul style="list-style-type: none"> In line with the Public Service ICT Strategy, and in conjunction with the Chief Information Officer, employ improved business systems to manage common processes, like parliamentary questions, submissions and records management 	<ul style="list-style-type: none"> New and improved business systems in place for common processes 	UNDERWAY	<ul style="list-style-type: none"> eSubmissions and ePQ systems scheduled for implementation in 2016.

Actions	Deliverables	How will we measure success?	On schedule/ Delivered?	Notes Year One Delivery
Priority Area: Develop the Department's workforce and capability				
Develop the Department of Health to be an Employer of Choice	<ul style="list-style-type: none"> Ensure staff roles are aligned with business goals, staff feel valued for their hard work, and staff contributions are acknowledged 	<ul style="list-style-type: none"> Staff morale measured and improving 	UNDERWAY	<ul style="list-style-type: none"> The vision of Working Better Together is a better environment in which to deliver our work, where on an on-going basis high performance is achieved, where collaborative working is promoted, and where we can all develop our knowledge and skills. This vision is being delivered through the integrated Working Better Together programme of work.
	<ul style="list-style-type: none"> Be a Department where there is a higher level of performance and continuing development of our knowledge base, including through effective succession planning. 	<ul style="list-style-type: none"> Performance measurably improving 	UNDERWAY	<ul style="list-style-type: none"> Work on a policy for succession planning, staff mobility and placement is being progressed through the <i>Working Better Together</i> change programme.

Corporate Information

At the end of December 2015, there were 341 whole time equivalent (WTE) staff in the Department. In addition to supporting the Minister for Health, Leo Varadkar TD, the staff of the Department also supported the Minister of State, Kathleen Lynch TD, and Minister of State with responsibility for the National Drugs Strategy, Aodhán Ó Ríordáin .

Parliamentary Functions

Parliamentary Questions answered	8,025
Of which referred to the HSE for Direct Reply	5,195
Notes for Leaders Questions prepared	431
Representations received	7,109
Topical Issues Prepared	438
Topical Issues Selected	116
Seanad Commencements Prepared	138
Seanad Commencements Selected	81

The Department processed 348 FOI requests in 2015, issued 164 press releases and organised 19 media events.

Legislation enacted and Bills published in 2015

Legislation Enacted

Public Health (Standardised Packaging of Tobacco) Act 2015

Misuse of Drugs (Amendment) Act 2015

Health (General Practitioner Service) Act 2015

Health Insurance (Amendment) Act 2015

Mental Health (Amendment) Act 2015

In addition, 51 Statutory Instruments were introduced.

Bills Published

Misuse of Drugs (Amendment) Bill 2015

Health (General Practitioner Service) Bill 2015

Health Insurance (Amendment) Bill 2015

Public Health (Alcohol) Bill 2015

Energy Usage in 2015

The Department first participated in the OPW “Optimising Power at Work” scheme in 2007. This is the baseline year. Overall energy consumption in Hawkins House for the period of 2015 vs 2007 (baseline year) has shown a decrease of 16.92%. The overall saving was approximately €43,760, mostly due to a heating upgrade and good housekeeping.

Approximately one third of energy consumption was for space heating. Lighting, ventilation, hot water, office (IT) and catering equipment accounted for the vast majority of the remainder. The relevant figures for 2015 are:

Location	Electricity (MWh)	Gas (MWh)	Renewable Fuels (MWh)	Total (MWh)	% Baseline Year Comparison (2007)
Hawkins House	903	1,462	0	2,365	-16.92%

Actions Undertaken in 2015

In 2015 the Department continued with a range of initiatives to improve energy performance, including:

- Improvements from “turn off” initiative
- Monitoring of time clocks on mechanical and electrical systems
- Monthly energy reporting
- BMS maintenance

Prompt Payments January to December 2015

Details	Number	Value (€)	Percentage (%) of <u>total number</u> of payments made
Number of payments made within 15 days	2012	3,519,239	80%
Number of payments made within 16 days to 30 days	449	1,139,027	18%
Number of payments made in excess of 30 days	52	164,614	2%
Total payments made in Year	2513	4,822,880	

The total Prompt Payment Interest paid by the Department in 2015 was €3,289.61

Publications in 2015

[National Carers' Strategy Annual Report 2014](#)
[General Scheme of the Public Health \(Alcohol\) Bill 2015](#)
[Framework for All Island Clinical Network for Congenital Heart Disease](#)
[Report of the Expert Group Review of the Mental Health Act, 2001](#)
[Strategic Review of Medical Training and Career Structure](#)
[National Healthcare Quality Reporting System – First Annual Report](#)
[Model-based appraisal of minimum unit pricing for alcohol in the Republic of Ireland](#)
[Tobacco Free Ireland Action Plan](#)
[Introduction of Lifetime Community Rating \(LCR\) to the Private Health Insurance Market – FAQ](#)
[Emergency Department Task Force Report](#)
[Publication of GP Contract document for the provision of GP care for under 6's](#)
[National Clinical Effectiveness Committee – Second Annual Report 2014](#)
[Statement of Strategy 2015 – 2017](#)
[National Drugs Strategy 2009-2016](#)
[National Cancer Strategy 2006: a Strategy for Cancer Control in Ireland – Evaluation Panel Report](#)
[Sepsis Management National Clinical Guideline No. 6](#)
[Update on Public Consultation: Scope for Private Health Insurance to incorporate Additional Primary Care Services](#)
[Connecting for Life – Ireland's National Strategy to Reduce Suicide 2015-2020](#)
[A Public Health Plan for the Pharmaceutical Treatment of Hepatitis C](#)
[Review of the Nursing Homes Support Scheme, A Fair Deal](#)
[Healthy Ireland Survey 2015 – Summary of Findings](#)
[Department of Health Annual Report 2014](#)
[National Sexual Health Strategy](#)
[Re-location of the Coombe and Rotunda Hospitals](#)
[General Scheme of Health Information and Patient Safety Bill](#)
[General Scheme of Provisions on Open Disclosure](#)
[Report to the Minister for Health on an evaluation and analysis of returns for 1 July 2014 to 30 June 2015 including advice on risk equalisation credits](#)
[The Health Behaviours in School Children \(HBSC\) survey 2014](#)
[The Public Health \(Alcohol\) Bill 2015](#)
[Analysis of Potential Measures to Encourage the Provision of Primary Care Facilities](#)
[Potential Measures to Encourage Provision of Nursing Home & Community Nursing Unit Facilities](#)
[Health in Ireland Key Trends 2015](#)
[Department of Health Consolidated Salary Scales in accordance with Clause 5.1 of the Lansdowne Road Agreement](#)

All of our publications are available on our [website](#).

State Agencies under the aegis of the Minister for Health

Non-commercial State agencies

[Nursing and Midwifery Board of Ireland](#)

[Dental Council](#)

[Food Safety Authority of Ireland](#)

[Food Safety Promotion Board - Safefood](#)

[Health and Social Care Professionals Council \(CORU\)](#)

[Health Information and Quality Authority](#)

[Health Insurance Authority](#)

[Health Research Board](#)

[Irish Blood Transfusion Service](#)

[Health Products Regulatory Authority](#)

[Medical Council](#)

[Mental Health Commission](#)

[National Cancer Registry Board](#)

[National Paediatric Hospital Development Board](#)

[National Treatment Purchase Fund](#)

[Pharmaceutical Society of Ireland](#)

[Pre-Hospital Emergency Care Council](#)

Commercial State Agencies

[Voluntary Health Insurance](#)



Department of Health Secretary General Jim Breslin

Assistant Secretary Teresa Cody	Assistant Secretary Tracey Conroy	Assistant Secretary Greg Dempsey	Assistant Secretary Fergal Goodman	Chief Medical Officer Dr. Tony Holohan	Assistant Secretary Muiris O'Connor	Chief Nursing Officer Dr. Siobhan O'Halloran	Deputy Secretary Pat O'Mahony	Deputy Secretary Colm O'Reardon	Assistant Secretary Frances Spillane
------------------------------------	--------------------------------------	-------------------------------------	---------------------------------------	---	--	---	----------------------------------	------------------------------------	---



<p>National HR</p> <p>Human Resources & Corporate Services Unit Professional Regulation Unit External HR Working Better Together</p>	<p>Acute Care Division</p> <p>Policy & Strategy Policy on Scheduled/Unscheduled Care, Acute Hospitals Performance Oversight & North-South Co-Operation, Policy on Hospital Groups & New Children's Hospital, Maternity & National Ambulance Service Policy Cancer and Organs Policy</p>	<p>Finance & Evaluation</p> <p>Finance Capital, Finance Accounting, System Financing & Value</p>	<p>Primary Care</p> <p>Eligibility Unit, Medicines, Pharmacy & Controlled Drugs, Primary Care General Practice & Eligibility, Primary Care Pharmacy, Chief Dental Officer</p>	<p>Office of the Chief Medical Officer</p> <p>Bioethics, DCMO, Food & Environmental Health Unit, Health & Wellbeing, Health Promotion, Health Safety & Quality, Patient Safety & Quality, Clinical Effectiveness, Child Health Specialist, Tobacco & Alcohol Control</p>	<p>Research & Development Health Analytics</p> <p>Research Policy & International, Research Service, Statistics & Analytics Service, Information/eHealth Policy/External ICT</p>	<p>Nursing/ Midwifery, Mental Health, Drugs & Social Inclusion</p> <p>Mental Health Unit, Drugs Policy & Social Inclusion, Nursing Policy & Reform Programme</p>	<p>Governance & Performance</p> <p>DoH/Agency Governance & Clinical Indemnity, FOI, Media & Communications, Parliamentary Affairs, ICT Internal, Records Management, Programme Management Office, Internal Audit, Health Service Performance Management</p>	<p>Policy & Strategy</p> <p>Private Health Insurance, UHI/Health Systems, Legal Section, Health Strategy, Policy & Integrated Care Programme, Corporate Legislation & Mother & Baby Unit</p>	<p>Social Care & Disabilities</p> <p>Disability Unit, Residential Care Services for Older People, Community Care Supports for Older Long Stay Charges Unit</p>
---	--	---	--	---	---	---	--	---	---