



An Roinn Sláinte
Department of Health

Sláintecare Action Plan 2019 Mid-Year Deliverables Report

Sláintecare.
Right Care.Right Place.Right Time.

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Executive Summary

The Sláintecare Action plan sets out detailed timeframes for 239 deliverables that are to be progressed in 2019 as the first year in the implementation of the Sláintecare vision, and firmly establishes a programmatic approach to the delivery of the Sláintecare Strategy. There are a total of 84 deliverables for the first half of 2019 of which 82 (98%) are on track, 2 have been progressed with minor challenges (2%) but these projects are expected to get back on course for their remaining deliverables by year-end.

Service Redesign and Supporting Infrastructure

- The Healthy Ireland Outcomes Framework was published (December 2018).
- The joint policy statement “Housing Options for our ageing population” was published (February 2019). A steering group has been established for implementing the policy, which will support and encourage people to live independently, in a supportive environment for as long as possible.
- The Scheduled Care Access Plan 2019 was published (March 2019). This plan sets out measures to improve care for patients waiting for scheduled care in 2019 by reducing wait times for hospital operations and procedures and Outpatient Appointments.
- Workshops were co-hosted throughout 2019 with the Chief Clinical Officer of the HSE, on chronic diseases and older persons, to learn how to scale best practice around the country.
- The 2019 Healthy Ireland campaign was published (April 2019). It will encourage people to make positive choices to improve their health and wellbeing across three main themes – Healthy Eating, Physical Activity and Mental Wellbeing.
- The Smile agus Sláinte National Oral Health Policy was published in April 2019 with a commitment to elements of universal healthcare to be implemented between 2020 to 2026.
- Started in April 2019, the “Open Bed Report” is published monthly, making information on capacity in the health care system available in a transparent manner
- Publication of HSE “National Clinical Programmes Review and Recommendations” (May 2019). The purpose of the review is to ensure NCPs are appropriately aligned to support implementation of national healthcare policy and the development of service solutions to support safe, equitable access to healthcare in the appropriate setting.
- The National Healthy and Positive Ageing Initiative Indicators Report was published (May 2019). This report is a significant tool for Government, for Local Authorities, NGOs and society as a whole, in assessing how it feels to age in Ireland today. It is an important platform for the voices of older people.
- The Target Operating Model for the Integrated Information Service (IIS) within the HSE has been developed. (June 2019). The IIS will play a major part in enabling better access to timely, joined-up, high quality information and data about the health service.
- The 3rd round of Healthy Ireland fund has been committed to grantees (June 2019).

- The National Clinical Lead for Trauma Services was appointed (June 2019) and ambulance protocols developed and implemented for the first bypass site. The implementation will support a reduction in the incidence and burden of trauma, significantly improve the survival rate of major trauma patients and ensure every patient receives the best possible standard of care in the most appropriate facility.
- Nine Community Health Networks learning sites have been identified and recruitment process for CHN Network Managers has commenced (June 2019). The network will demonstrate how local services can best be aligned around the needs of citizens at and average 50,000 population
- The Delayed Discharges Oversight Group has been established, and the first meeting will be in July 2019. This group will ensure that people who are fit for discharge from hospital are supported to return to their homes and communities as early as possible.
- The Department of Housing, Planning and Local Government and Department of Health's Housing Options for our Ageing Population Implementation Group has been established including agreement on terms of reference and the appointment of group's members. (July 2019)
- A model to inform and guide regional allocation of additional health service capacity 2016 -2031 is completed.

Safe Care, Co-ordinated Governance and Value for Money

- A public consultation on the geo-alignment of Hospital Groups and Community Healthcare Organisations was completed in May 2018 and proposals for the geo-alignment of Hospital Groups and Community Healthcare Organisations) were developed in 2019. An engagement process with key Government Departments, including D/Taoiseach, DPER, DES and with Hospital Groups and CHOs is in progress with a view to finalising the proposed geographic alignment.
- The Minister has received the Report of the Independent Review Group (“the de Buitléir Report”) established to examine the removal of private activity from private hospitals.
- The Independent Patient Advocacy Service contract has been awarded (December 2018). This service will support those wishing to make a complaint about their experience of the public health service and provide support to patients who may have been affected by a patient safety incident.
- The Independent review group on the role of voluntary organisations (Catherine Day Report) has been published (February 2019). This report provides recommendations on the relationship between the state and voluntary organisations.
- A reduction in prescription charges and a decrease in the threshold for the Drugs Payment Scheme was announced (March 2019). The prescription charge will help make medicines more affordable for patients.
- The HSE Board has been formally appointed (May 2019) and the new HSE Director General (April 2019) has taken up office. This provides a sound governance for the delivery arm of Sláintecare.
- The Department’s Management Board and the HSE Leadership team have held joint workshops at which Joint Action Programmes have been agreed for Community Healthcare Networks, Regional Health Areas and the implementation of the Capacity Report.

Teams of the Future

- An Implementation Oversight Group on Progressing the Role of Public Health Doctors has been established by DOH and an Implementation Working Group has been established by HSE. (March 2019)
- A Cross Departmental Group on Workforce Planning has been established. The group will mainly be responsible for the prioritisation, approval and oversight of cross-sectoral strategic workforce planning projects.
- The DOH, the HSE and the Irish Medical Organisation (IMO) reached consensus on a major package of GP contractual reforms which will benefit patients and is designed to make general practice a more attractive career option for doctors (April 2019).

Sharing Progress

- A Citizen and Staff Engagement and Empowerment Programme, chaired by Dr. Gráinne Healy, is continuing to ensure the voice of service users is heard in the design and implementation of the reform programme.
- Significant stakeholder engagement, includes:
 - 7 citizen engagements events;
 - Over 40 stakeholder meetings/presentations/workshops;
 - 4 internal information sessions within DOH;
 - 8 major presentations to staff, stakeholders, industry and media;
- The SPIO represented the Department of Health at a European Council Social Protection Committee, where the Country Specific Recommendation assessment of progress on healthcare was upgraded.
- Several stakeholder meetings were held to inform design of service delivery models, including meetings focussed on Community Health Networks (CHNs) (April & June workshops) and Regional Health Areas (June Limerick workshop).
- The dedicated Sláintecare Programme Implementation Office (SPIO) staff of 16 have been mobilised and are now actively working with other Department of Health units and the HSE to progress the 2019 deliverables.
- The SPIO has a direct allocated budget of €23.5 million of which € 20m is for an Integration fund which will focus on supporting the development of existing and new best practice projects, that are capable of being scaled nationally.
- Pobal supported SPIO with the selection and evaluation process for Integration Fund applications.
- The Sláintecare Implementation Advisory Council (SIAC) chaired by Prof. Tom Keane, held its third meeting on 11th June.
- The High-Level Delivery Board have met informally during Q2 and have agreed a date for an initial formal meeting.
- The National Patient Experience Survey 2018 was published. 86% of patients were happy with the service they received (November 2018).
- The Sláintecare mid-year progress report for 2019 has been delivered.

Key Enablers

1. Regional Health Areas:

The decision and announcement on the geographic alignment of Hospital Groups and Community Healthcare Organisations is a critical factor impacting on a number of other key Sláintecare projects, including:

- Service planning and re-design;
- Enhanced primary and community services;
- Funding allocation mechanisms and financial management;
- Clinical Governance;
- Capital Planning, and;
- Workforce Planning.

2. Capital Funding:

Clarification on the level of capital funding available to support the implementation of the Capacity Plan over the next 15 years for community and hospital beds is a key enabler for timely access to services.

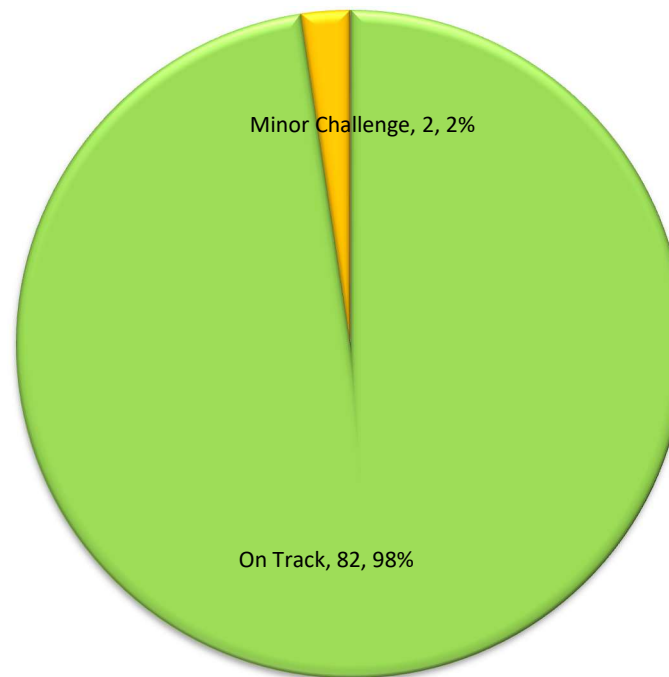
3. Eligibility and Entitlement:

Clear direction on citizens' eligibility for and entitlement to services, will be required in order to ensure cost is not a barrier to accessing services.

Mid-Year Status Overview of Deliverables

There was a total of 84 key deliverables for the first 6 months and the status of these is shown below:

January to June 2019 Mid-Year Status Overview of Deliverables



■ On Track ■ Minor Challenge ■ Significant Challenge ■ On Hold

2019 Priorities for Workstream 1

1. Service Re-Design and Supporting Infrastructure

SC #	Sláintecare Project Name	Deliverable	Status	Comment
1.1.01	Develop a Health Information Policy framework	Establish plan to Develop Health Information Policy Framework	On track	<p>Work on the Health Information Policy Framework is being carried out in tandem with the development of the Health Information Systems Strategy (HISS). Deliverables achieved include:</p> <ul style="list-style-type: none"> • The establishment of a HISS core project team comprising participants from the following units: Statistics and Analytics. eHealth and Information Policy, Policy & Strategy, National Patient Safety Office and Performance Management. • Determining key work streams for the project including Data Gaps, Data Structures and Stakeholder Engagement and subsequent work plans under each work stream. • Participation in an assessment by the World Health Organisation of Ireland's health information system with a view to addressing identified areas for improvement in the Framework/Strategy development (March 2019).
1.1.02	Establish an R&D forum with key partners to develop a research strategy 2020-2025	Agree terms of reference for R&D Forum	On track	Draft Terms of Reference have been prepared by the Research Services and Policy Unit following desk-based analysis of previous strategies (Making Knowledge Work for Health (2001) and Action Plan for Health Research (2009-13)) and following engagement with key stakeholders. The Draft ToR are subject to final review and approval by the DoH before end Q3.
1.1.03	Consolidate and invest in data and R&D infrastructure and capability	Develop Target Operating Model for Integrated Information Services (IIS) within the HSE	On track	The Target Operating Model and the proposed IIS organisational structures have been agreed by the HSE leadership, together with the design principles for the next phase of work.
1.2.01	Establish population quantum and profile (age, deprivation, ability, etc.) by Regional Health Area.	Conduct population health analysis	On track	HSE Health Intelligence Population Profiling System, and linked Resource Analyser System, is in place and capable of profiling population and resources on the current Hospital Group and CHO basis. The system is flexible and reconfigurable once the Regional Health Area decision is made.

SC #	Sláintecare Project Name	Deliverable	Status	Comment
				<p>The Resource Analyser system has been tested for the purpose of regional allocation of additional health service capacity forecast by the DoH in the 2018 Capacity Review. Health Intelligence is progressing:</p> <p>(1) updated SAPS from CSO to extend and revise the Population Profiling System</p> <p>(2) engagement with CSO on updated subnational population projections to revise health service geography population projections</p>
1.3.01	Finalise principles for National Framework for Models of Care design	Finalise principles for National Framework for Models of Care design	On track	The development of the framework led by the Office of the Chief Medical Officer was informed by workshops on care design for services for older people, local service delivery models and various chronic diseases, which included multidisciplinary stakeholders and the patient voice. In addition, targeted workshops and meetings were held with representatives of internal Department of Health divisions, as well as senior clinical and management leaders from the Health Service Executive to inform the development of the principles.
1.3.03	Develop Healthy Ireland Strategic Action Plan 2020-2022	Develop Healthy Ireland Strategic Action Plan 2020 - 2022	On track	The Specification for the Healthy Ireland Strategic Action Plan has been developed, which sets out the context and focus areas for the Action Plan. The Action Plan will be completed in Q4 for implementation in 2020-2022.
1.3.04	Deliver 3rd round of Healthy Ireland fund	Deliver 3rd round of Healthy Ireland fund	On track	All grantees have been contracted for the third round of the Healthy Ireland Fund.
1.3.05	Progress key Government approvals (incl. next phase of Outcomes Framework and establishment of HI Office)	Agree details of next phase of Sláintecare / Healthy Ireland Outcomes Framework	On track	The Sláintecare/Healthy Ireland Outcomes will be aligned with a Health System Performance Framework (HSPA) which is being developed with the assistance of the European Commission Structural Reform Support Service and is currently issued for tender. As part of the development of the HSPA, the successful tenderer will be expected to deliver the following output:

SC #	Sláintecare Project Name	Deliverable	Status	Comment
				<p>1. A Health System Performance Assessment (HSPA) framework which will provide a method for the collection, collation, and analysis of robust data around key performance indicators in the health system.</p> <p>2. Modules within the HSPA will provide measurable and quantifiable outcome-based indicators which can be linked to relevant health policies and strategies enabling the integration of policy and reform with performance oversight.</p> <p>3. An exchange with other EU experiences in HSPA is organised to share views and good practice.</p> <p>The result will be an improved performance assessment framework that will enable the Department of Health to improve their analysis of the quality, safety, effectiveness, efficiency, accessibility and overall performance of the Irish health system.</p>
1.3.12	Complete scoping of operating model for Health & Wellbeing in the context of Regional Health Areas to accelerate consistent and measurable implementation of HI objectives across all services	Complete scoping of operating model for Health & Wellbeing in the context of Regional Health Areas to accelerate consistent and measurable implementation of HI objectives across all services	On track	A scoping document of an operating model for Health & Wellbeing in the context of Regional Health Areas is in development.

SC #	Sláintecare Project Name	Deliverable	Status	Comment
1.3.13	Continued implementation of the Healthy and Positive Aging Initiative (HaPAI) including publication of National Indicators Report	Publish National Healthy and Positive Ageing Initiative Indicators Report	On track	The National Healthy and Positive Ageing Initiative Indicators Report was published on 29/05/19.
1.3.14	Implement National Trauma Strategy.	Commence designation process for major centre & appoint staff to the National Trauma Office.	On track	The designation process for the major centre is underway and public consultation on service specifications and the process for the designation of the Major Trauma Centre and two Trauma Units for the Central Network is completed. The National Clinical Lead for Trauma Services was appointed in June 2019 and recruitment of other staff is progressing.
		Develop ambulance bypass protocols	On track	Ambulance protocols have been developed and implemented for the first bypass site (Naas GH). Review of implementation will inform roll-out to other identified bypass sites before end 2019.
1.3.15	Implement key Mental Health initiatives and review recommendations of the Mental Health Act 2001	Identify Telehealth pilot sites for Mental health	On track	<p>The HSE, working in close collaboration with a counselling service funded by grant aid agreement, is currently undertaking two six-month national pilot projects exploring the potential to develop the use of online counselling. Pilot 1 commenced in November 2018. Service users in the South Wicklow area identified by GPs as those who may potentially benefit from counselling to address mild to moderate mental health difficulties are being offered the opportunity to avail of free online counselling at a location of their choice. Pilot 2 is targeting service users in the Galway/Mayo region (CHO2) currently on the waiting list for Counselling in Primary Care (CIPC) services. Two telepsychiatry pilots are being also initiated by HSE. These pilots encompass the following:</p> <p>(1) Remote consults to address CAMHS waiting lists in Wexford/Waterford region (CHO 5).</p>

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				(2) Remote consults on national adolescent addiction and substance abuse service. Work on establishing these pilots is on-going and the pilots are scheduled to start before year end.
1.3.17	Complete review of specialist cardiac services and report on best practise	Complete review and report of specialist cardiac services	Minor Challenge	Significant work has been completed on the cardiac services review, including data collation and analysis, site visits and HRB review of international evidence. Further work will involve completion of geo-spatial analysis by HSE Health Intelligence on drive times to specific locations, modelling proposed networks of services and two international site (peer review) visits. A preliminary assessment of this work indicates the report will be finalised in Q4 2019.
1.3.28	Develop models of local service delivery	Appoint specialist expertise for Regional Health Areas Service Design / Models of Care	On track	An expert with international experience has been appointed to provide expertise on the design of elements of the Regional Health Areas, with an initial focus on the Community Healthcare Networks, building patient-centred service delivery units at community level.
		Set up integrated co-design teams from CHOs / HGs / GPs / Pharmacists / Allied Health / Nursing / Other Partners to develop models of local service delivery	On track	Several stakeholder meetings have been held to inform design of integrated local service delivery models, including meetings focussed on CHNs (April & June workshops) and Regional Health Areas (June Mid-West workshop). All engagements have involved significant interdisciplinary stakeholder involvement, including the patient voice, local authorities and other partners linked to health and social services.

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		Engage with integrated care stakeholders	On track	A pilot integrated care co-design team is being established in the Mid-West.
1.3.31	Review Clinical Care Programmes	Review Clinical Care Programmes and decide next steps	On track	The national clinical programmes (NCPs) were established by the HSE in 2010, in partnership with the postgraduate medical training bodies. A review of the programmes was commissioned by the Chief Clinical Officer (CCO) of the HSE and published in April 2019. The review recommended the consolidation of NCPs in patient care delivery themes, the establishment of a Clinical Forum to provide for two-way communication between the clinical community and corporate HSE, the appointment of a National Lead for Integrated Care by the HSE. The review was considered by HSE Leadership and actions are underway to implement agreed recommendations of the review. Interviews for the position of a Chief Clinical Officer National Lead for Integrated Care are in progress.
1.3.32	Select and develop demonstrator sites to support integrated care	Decide on regional CHN demonstrator sites	On track	Nine learning sites have been identified and the recruitment process for CHN Network Managers is underway. Workshops have been held with stakeholders to progress local integrated service delivery in partnership with the HSE.
1.3.33	Implement Integrated Care Programmes focused on people with chronic conditions and older people	Host 4 workshops to decide implementation plans for : * COPD * Diabetes * Heart Failure * Integrated Care for Older People	On track	Sláintecare and the HSE Chief Clinical Officer (CCO) jointly hosted four stakeholder workshops during 2019, covering key chronic care areas of COPD, diabetes, heart failure and integrated care for older people. Attendees were asked to identify barriers and enablers to implementation of change, highlight short-term and long-term ideas for improvement and to prioritise deliverable actions that could be taken in 2019 to facilitate progress.

SC #	Sláintecare Project Name	Deliverable	Status	Comment
1.3.36	Roll out Lean Capacity Improvement Plan Project	Procure Lean Expertise for Capacity Improvement Plan	On track	An RFT was issued to procure Lean expertise and a preferred bidder was selected.
		Develop Lean Capacity Improvement Plan	On track	The Lean Expert has engaged in multiple workshops and a Lean plan is in development.
1.3.40	Implement Scheduled Care Access Plan 2019	Develop and publish Scheduled Care Access Plan 2019	On track	The Scheduled Care Access Plan 2019 was published by Department of Health in March 2019.
1.3.41	Commence implementation of the recommendations of the Delayed Discharges Report	Establish Delayed Discharges Oversight Group	On track	The Oversight Group has been established. Minister Daly will lead the chairing role and the first meeting of the Group is scheduled for 8th July 2019.
1.3.43	Develop and Implement Winter Plans	Publish a review of Winter Plan 2018/2019	On track	<p>The HSE has published the Terms of Reference of an Independent Review that will form part of the overall evaluation of the Winter Plan (2018/19) The Independent Review will focus on the 9 hospitals and relevant community healthcare organisations (CHO's) that were the subject of focused support throughout the winter namely; Tullamore, Tallaght, Naas, Limerick, Cork, Waterford, Galway, St. Vincent's and the Mater.</p> <p>The aim of this review is to identify and better understand the specific factors that contributed to improved performance over the winter period and to identify key learning in terms of what worked well, key challenges and the improvement opportunities in terms of optimising existing capacity and capability.</p>

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				The review will also help inform the planning process for this year's Winter Plan (2019/20)
1.3.44	Roll out waiting list validation programme	Roll out of National Centralised Validation unit and Publication of Validation schedule	On track	The validation of waiting lists is a process whereby the accuracy of waiting lists is checked by asking patients whether they still require their Hospital Care. The National Centralised Validation Unit (NCVU) was established in the National Treatment Purchase Fund in September 2018. The purpose of the unit is to work in conjunction with hospitals to validate waiting lists using a streamlined and standardised process. This was rolled out through the following website: https://www.ntpf.ie/home/Waiting_List_Validation.htm
1.3.45	Carry out a review ED, MIU, MAU and similar unit utilisation.	Commence review of best Practice utilisation of ED, MIU and MAU	On track	PID on overall review completed and with sponsor for approval. A cross sectional ED study has been initiated to develop a profile of ED attendees from across rural and urban settings, to examine appropriate and avoidable ED attendances and identify ambulatory care sensitive emergency admissions among ED attendees. These includes EDs representative of differing hospital groups, models and different case mixes (urban/rural).
1.3.47	Implement the Recommendations of the 2018 Capacity Review plan including: — Identify opportunities to open and invest in additional hospital and community beds	Provide 75 Acute beds – Winter Plan 2018/2019	On track	75 Acute winter beds have been provided.
		Publication of “Open Bed Report”	On track	The Open Beds Report provides a summary of the average numbers of open inpatient beds and day beds/places in the acute hospital system based on data provided by the HSE. The report will be published on the Department website each month and the February 2019 report was published in April.

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1.3.48	Implement the Recommendations of the 2018Capacity Review plan including: — Decide criteria for Elective/Ambulatory site selection and decide on locations	Conduct population profiling to inform hospital and community beds planning	On track	Population Health Resource Allocation Profiles - A model to inform and guide regional allocation of additional health service capacity pursuant to the Capacity Report 2016 - 2031 is completed.
1.3.51	Publish and Implement "Housing Options for our Ageing Population" report	Launch Report on Housing Options for our ageing population with DHPLG	On track	The Report was launched in February 2019.
		Convene with DHPLG interdepartmental implementation group.	On track	The Ministers have agreed the terms of reference and a Chairperson has been identified. First meeting will be held shortly
1.4.01	Review utilisation of Primary Care Centres.	Conduct review of Primary Care Centres' potential role in regional integrated models of care	On track	HSE Estates are compiling a report on the utilisation of Primary Care Centres, including diagnostics facilities.
1.4.02	Review diagnostics requirements in a Regional Health Area	Review diagnostics requirements in a	On track	A review document has been produced with focus on the current models of care for radiology diagnostics and the case for change of future models of care in a regional

SC #	Sláintecare Project Name	Deliverable	Status	Comment
	context (community and hospital settings).	regional integrated care context		integrated context. The document details work to progress to meet the remaining deliverables for 2019.
1.4.04	Prioritise locations for expansion of community and hospital beds	Assess financing options for Capacity Plan recommendations for community and hospital beds	On track	Financing options are being considered in the context of overall capacity planning.
1.5.01	Progress procurement of the Electronic Health Record.	Secure Government decision for EHR procurement	On track	<p>In view of the critical importance of the Electronic Health Record for the completion of the overall New Children's Hospital project, the intention is to establish a single supplier contract for an Electronic Health Record for the New Children's Hospital, followed by a separate procurement process for the delivery of a national Electronic Health Record Programme for the wider health service.</p> <p>Intensive engagement is ongoing with CHI, D/PER and other stakeholders to enable the deployment of EHR's in the Children's Hospital for the commencement of operations in Q3 2023. To this end, the Department of Health is currently securing Government approval to issue a separate contract for the EHR for CHI separately.</p> <p>A further memo for Government on the delivery of a national Electronic Health Record for the wider health service, both community and hospital services, will be progressed later this year.</p>
1.5.02	Establish Individual Health Identifier Office	Establish Individual Health Identifier (IHI) Office	On track	Establishment of the IHI office is on-going. Approval for the general manager post has been received from the DoH. Work is progressing on the establishment of location, technology and data services, functions and processes, service levels and KPIs and business service implementation.

SC #	Sláintecare Project Name	Deliverable	Status	Comment
1.5.04	Commence development of a National community based ePrescribing service	Establish governance for ePharmacy programme	Minor Challenge	Department of Health is working with HSE to finalise the appropriate governance structure to drive the successful establishment and implementation of ePharmacy programme.
1.5.05	Progress providing a digital workplace to enable health service professionals to operate in a modern digitised environment.	Identify community sites for improved digital connectivity	On track	The provisional plan is to upgrade the connectivity for between 200 and 300 community sites per annum.
		Upgrade community site connections and deploy end user devices as part of Digital Workplace Project 1st tranche	On track	The status of current connectivity, as well as the number of staff and services offered for each site, has been established and those sites with the existing necessary connectivity and capacity have been identified. Sites that are part of the HSE Estates capital plan to be upgraded continue to be actioned as part of that plan, while remaining sites requiring a connection upgrade have been evaluated to specify the connectivity type to be implemented. Prioritisation listing of sites for Q3 & Q4 is nearing completion.
1.5.07	Identify Telehealth Care solutions	Workshop & research existing telehealth solutions	On track	Initial scoping research has been produced, incorporating broader OECD research on telemedicine and its uses. Pilot mental telehealth sites have been established. Next steps will involve inviting stakeholders to workshop the potential benefits of telehealth in other healthcare areas

2. Safe Care, Co-ordinated Governance and Value for Money

SC #	Sláintecare Project Name	Deliverable	Status	Comment
2.1.01	Consult and finalise and announce decisions on the geographic alignment of Hospital Groups and Community Healthcare Organisations	Announce Geoalignment and Regional Health Area structures	On track	The Department of Health is currently securing Government approval for the geoalignment of Regional Health Areas, with an announcement to follow.
2.2.01	Establish new HSE Board.	Establish new HSE Board	On track	<p>On 5 June 2019 the Health Service Executive (Governance) Act 2019 was signed into law by the President. The Minister for Health signed a commencement order for the Health Service Executive (Governance) Act 2019 which formally established the HSE Board with effect from 28 June 2019.</p> <p>The HSE Board held its first statutory meeting on 28 June 2019.</p> <p>Priority issues for the new HSE Board include:</p> <ul style="list-style-type: none"> • Developing and implementing an effective performance management and accountability system in the HSE • Developing a plan for building public trust and confidence in the HSE and the wider health service • Ensuring the HSE's full support for and implementation of the Government's programme of health reform as set out in the Sláintecare Implementation Plan

SC #	Sláintecare Project Name	Deliverable	Status	Comment
2.2.03	Define and agree a new organisational and operational structure for a reconfigured health service, including respective roles of the DOH, the HSE and national and regional integrated care organisations.	International Evidence Review of National and Regional Health Structures	On track	The draft HRB report was received by Department of Health 15 March 2019. Technical observations were submitted 03 April 2019 by DoH to HRB.
2.2.08	Progress the development of a National Adult Safeguarding Policy for the health sector	Commence development of Adult Safeguarding Policy for the health sector	On track	A Steering Group on Health Sector Adult Safeguarding was set up in December 2018 to assist the Department of Health in its development of a national policy, and held its first meeting in February. Three Steering Group meetings have been held in the first half of 2019 (details at https://health.gov.ie/adult-safeguarding/health-policy-development/).

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2.3.01	Determine and progress priority objectives for GP contractual reform	Determine and progress priority objectives for GP contractual reform	On track	<p>On 6 April 2019 the DoH, HSE and the Irish Medical Organisation (IMO) reached consensus on a major package of GP contractual reforms which will benefit patients and make general practice a more attractive career option for doctors. The measures include the provision of new services, including a structured chronic disease management programme, waiting list validation and a wide-ranging set of modernisation measures in areas of eHealth, medicines management and multidisciplinary working. Key initiatives include the rollout of electronic prescribing (ePrescribing) and the development of summary and shared care electronic patient records which will make healthcare safer and more efficient. In return for GPs' cooperation with these service developments and reforms, the Government will increase investment in general practice by approximately 40% (€210m) over the next four years.</p> <p>A HSE Circular issued on 4 June 2019 to GPs outlining the Service Modernisation and Reform Measures with a Confirmation of Acceptance Form for the GP to sign. There are currently 2,504 General Medical Services contract holders who are eligible to sign up to the GP agreement and 2,184 have signed the agreement as at the 3rd of July 2019.</p>
2.3.02	Publish Catherine Day Report	Publish the independent review group (Catherine Day) report of role of voluntary organisations	On track	The report has been published. The key action announced by the Minister at time of publication was the establishment of a new dialogue forum with the voluntary sector. Work is underway to put this in place.

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2.3.03	Publish and consider recommendations of the de Buitléir report	Consider the implications of the recommendations of the de Buitléir report	On track	The Minister has received the Report of the Independent Review Group (“the de Buitléir Group”) established to examine the removal of private activity from private hospitals. Departmental consideration of the report and recommendations is ongoing and has included engagement with the Department of Public Expenditure and Reform and the Department of the Taoiseach. The Minister has indicated that he intends bringing proposals to Government for decision in September and will publish the report thereafter.
2.3.05	Develop role of different health care professional contractors and voluntary groups	Examine the potential for healthcare professionals, contractors and voluntary groups to explore models of care opportunities	On track	Meetings and workshops have been held with contractors and healthcare professional groups to explore models of care opportunities. A conference is being held jointly with the Health Reform Alliance and Sláintecare in October 2019.
2.4.01	Review the basis for existing hospital and medication charges	Review basis for existing hospital and medication charges	On track	A review on the levels of existing charges and exemptions given has been undertaken.
2.4.02	Review current framework and develop a policy proposal and roadmap for universal eligibility	Establish Interdepartmental Group on Eligibility / Entitlement	On track	Initial meetings have been held to discuss setting up an interdepartmental group with a policy dialogue to be scheduled in Q4.
2.4.04	Commence a staged pilot of personalised budgets for people with a disability over a two-year period.	Initiate proposals for personalised budgets for people with a disability	On track	The National Steering Group and HSE Working Group are both established, and a Project lead is in place. Proposals to initiate the different funding models and governance structures to be tested are now being finalised.

SC #	Sláintecare Project Name	Deliverable	Status	Comment
2.5.01	Develop proposals for multi-annual budgeting in the health and social care system to facilitate accountability and planning and strengthen financial management for revenue and capital funding.	Develop paper to inform the development of proposals for multi-annual budgeting in the healthcare system	On track	A paper to inform the development of proposals for multiannual budgeting in the healthcare system is in preparation for completion in Q3
		Establish interdepartmental (DoH, DPER, HSE) Working group to review multi-annual budgeting	On track	The interdepartmental group will meet in Q3
2.5.02	Develop a plan for the design of a system of population-based funding.	Research approaches for the allocation of funding on a population-based approach	On track	Research has been undertaken for the allocation of funding on a population based approach
		Review international best practice for population-based funding	On track	Research papers have been evaluated and synthesised to extract the key elements of population-based funding. These include age, gender, deprivation index, isolation and disease status and ethnicity.

SC #	Sláintecare Project Name	Deliverable	Status	Comment
2.5.03	Develop plan to embed and extend the benefits of hospital activity-based funding (ABF)	Develop the “Hospital ABF implementation plan 2019-2022” to embed and extend ABF benefits	On track	The Draft Hospital ABF Implementation Plan was submitted to the DOH in May. A change has been agreed to the overall project plan to incorporate community costing.
2.5.07	Develop financial models to redirect demand to location of least complexity	Identify areas of healthcare provision that can be relocated from hospitals to community settings	On track	Key areas have been identified that will free up capacity within the hospital system
2.5.09	Undertake a governance review of the drugs approval and procurement process.	Undertake governance review of drugs approval and procurement process	On track	A consultant has been engaged and work on the review is progressing. It is anticipated that a first draft of the report will be received in Q3

2019 Priorities for Workstream 3

3. Teams of the Future

Sláintecare.

Leading Health. Policy Implementation

SC #	Sláintecare Project Name	Deliverable	Status	Comment
3.1.01	Commence development of an Integrated Workforce Plan (WFP)	Commence development of an Integrated Workforce Plan to include Doctors, Nurses, HSCPs and all staff	On track	<p>The priority project for integrated workforce planning is the new community-based model of care currently being redesigned in the 9 CHN learning sites. Initial steps have been taken to review existing available workforce data in HSE including recommendations of the Capacity Review and the Population Health Resource Allocation model.</p> <p>In this context the staffing and resource requirement for Primary Care and wider Community Services is being developed for the Sláintecare Transition Fund bid. These projections also take account of best assessment of norms for primary and community care staffing.</p>
3.1.02	Identify resources to enable the HSE to lead on detailed strategic health workforce planning	Establish a team to lead on detailed strategic health workforce planning	On track	<p>The National Strategic Framework for Health and Social Care Workforce planning sets out the appropriate governance structures, namely the Joint Strategic Health Workforce Planning Group and Cross Departmental Workforce Planning Group. The Cross Departmental Workforce Planning Group has been convened and is operational.</p> <p>The joint DoH/HSE/Tusla strategic workforce planning group has been established. During the initial implementation phase, this group will be responsible for supporting and overseeing the development of operational workforce planning across the health and social care sectors. A subgroup has been focussing on the development of a protocol for engagement for workforce planning purposes with the Education sector.</p> <p>A senior resource at Principal Officer level has been appointed within the Department of Health to lead on workforce Planning.</p>
3.1.05	Progress development of Public Health Doctors role in Ireland.	Progress development of Public Health Doctors' role in Ireland	On track	<p>The Implementation Oversight Group has been established by DOH and an Implementation Working Group has been established by HSE. All actions to develop and implement the new model for the delivery of public health medicine are on track to be delivered as planned.</p>

SC #	Sláintecare Project Name	Deliverable	Status	Comment
3.1.06	Cross Departmental Workforce Planning Forum	Convene cross Departmental Workforce Planning Forum	On track	A Cross Departmental Group (CDG) has been established. The CDG will mainly be responsible for the prioritisation, approval and oversight of cross-sectoral strategic workforce planning projects.
3.2.01	Implement Medical Training and Career Structures recommendations.	Review recommendations in the Medical Training and Career Structures document for implementation	On track	A draft ninth Progress Report covering August 2018 – January 2019 has been prepared.. There will be further progress on the 4 key recommendations over the next 6 months.
3.4.01	Enhance leadership through the Health Service Leadership Academy.	Agree programme for the Health Service Leadership Academy	On track	The Leadership Academy Programme has been agreed. Leading Care I, Leading Care II and Leading Care III are the first in a suite of Leadership Development programmes to be offered to the healthcare workforce and a delivery schedule for these is in place and being progressed.
3.4.03	Identify good practice in terms of Sláintecare objectives and scale/ promote/disseminate through the Integration Fund	Identify good practice in innovative service delivery projects	On track	A desk top review of Irish Integrated Case Studies and HSE Excellence Award Winners 2016 – 2018, HSCP Award winners 2018 has been completed, with a total of 286 projects.

2019 Priorities for Workstream 4

4. Sharing Progress

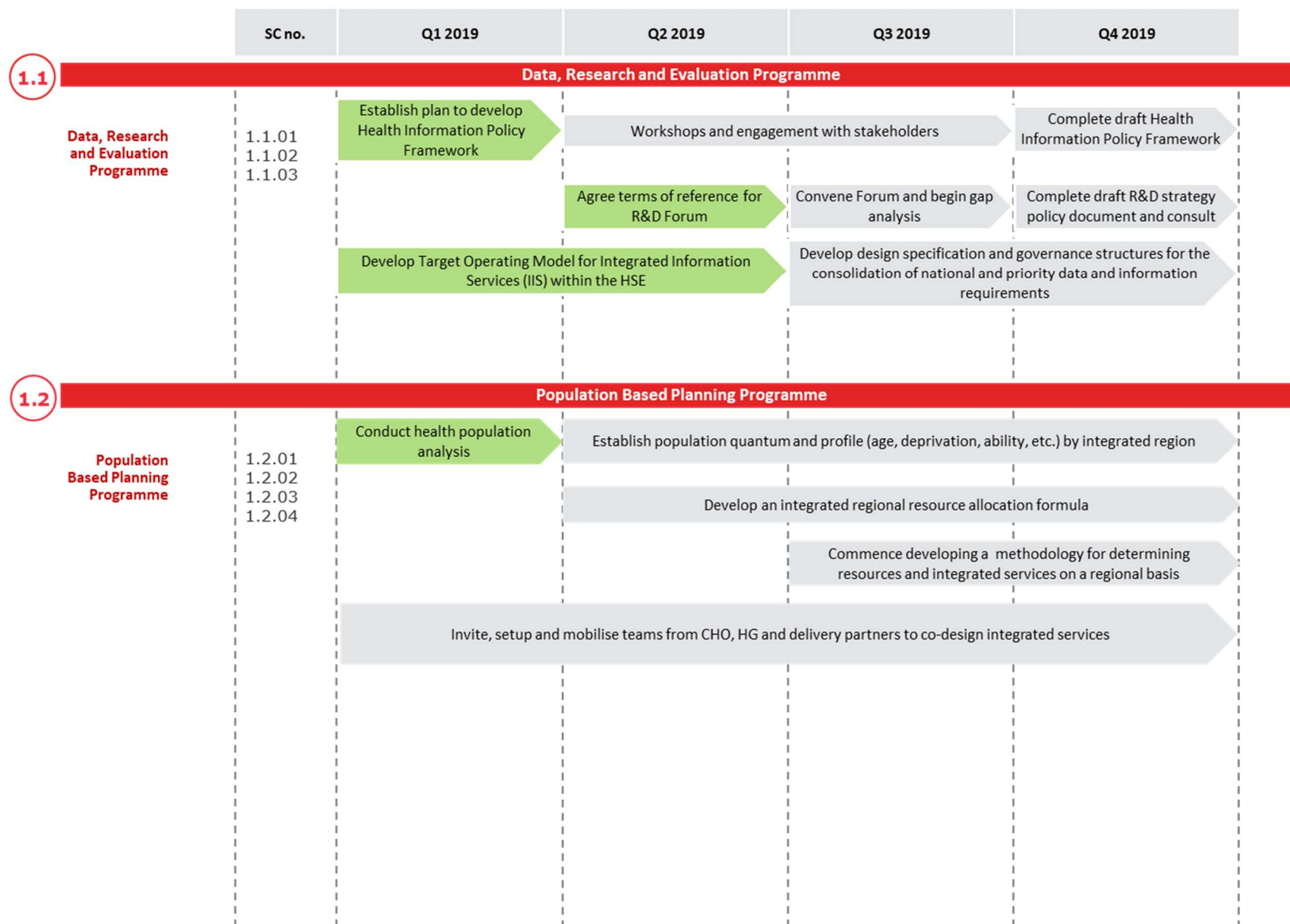
SC #	Sláintecare Project Name	Deliverable	Status	Comment
4.1.01	Launch and roll out a public and health workforce engagement & empowerment plan	Launch Public and Staff Engagement and Empowerment Programme	On track	<p>Citizen and staff engagement activities ongoing.</p> <ul style="list-style-type: none"> •7 Citizen Engagements events •Over 40 Stakeholder meetings/presentations/workshops •4 internal information sessions within DOH •8 major presentations to staff, stakeholders, industry & media
4.1.04	Promote shared values amongst HSE staff	Promote shared values amongst health workforce	On track	Values in Action is led by staff from across the health service, from all grades and disciplines, who are working together to create a grassroots movement to spread the behaviours that reflect the HSE's values. A plan for 2019 is in place and events and initiatives continue to be rolled out throughout the year.
4.2.01	Convene Sláintecare Implementation Advisory Council meetings (SIAC)	Convene SIAC Quarterly Meetings 2019	On track	The inaugural meeting of the Sláintecare Implementation Advisory Council was held in Oct 2018 , the Q1 meeting held in February 2019 and the Q2 meeting held in June 2019.
		Convene SIAC Quarterly Meetings 2019	On track	The Q2 meeting of the Sláintecare Implementation Advisory Council took place on June 11.
4.2.02	Convene High Level Delivery Board meetings	Convene High Level Delivery Board Bimonthly Meetings	On track	An initial informal meeting was held of the High Level Delivery Board and a date has been agreed for the initial formal meeting in the second half of 2019.
4.2.03	Convene Executive Taskforce, and Project Teams	Establish monthly Executive Task Force and Programme Teams meetings	On track	Joint leadership meetings have been held between the DoH and HSE to agree priorities and integrated ways of working on Joint Programmes.

SC #	Sláintecare Project Name	Deliverable	Status	Comment
		Hold monthly Executive Task Force and Programme Teams meetings	On track	Regular project team meetings have been established. The Executive Director has established a series of implementation meetings to progress Sláintecare: <ul style="list-style-type: none"> Weekly meeting with DoH Project Sponsors; Weekly meeting with HSE Strategy Team; Regular review meetings with Minister, Sec Gen of DoH and Director General of HSE. Monthly Workstream meetings
4.2.04	Develop monthly reports and RAID logs	Agree meeting and reporting structures, frequency and methods	On track	Weekly unit meetings scheduled, reporting structures agreed.
		Confirm all projects have PIDS, Budgets, delivery Trajectories and RAID log	On track	PIDS have been prepared or drafted for all projects and ongoing meetings with the SPIO PMO and HSE PMO to progress projects are in place.
4.2.05	Mobilise SPIO team	Mobilise SPIO team	On track	The Sláintecare Programme Implementation Office (SPIO) team has been mobilised to support and drive the implementation of the Sláintecare reform programme working in partnership with the Department units, the HSE and other partners.
4.3.01	Develop an evaluation programme for the overall Sláintecare reform	Prepare first Sláintecare mid-year report	On track	A midyear Sláintecare report has been prepared with input from the Department of Health and HSE.
4.4.01	Establish a multi-annual transition fund	Prepare bid for Transition Fund based on priority prevention and early intervention,	On track	A Transition Fund bid is in preparation.

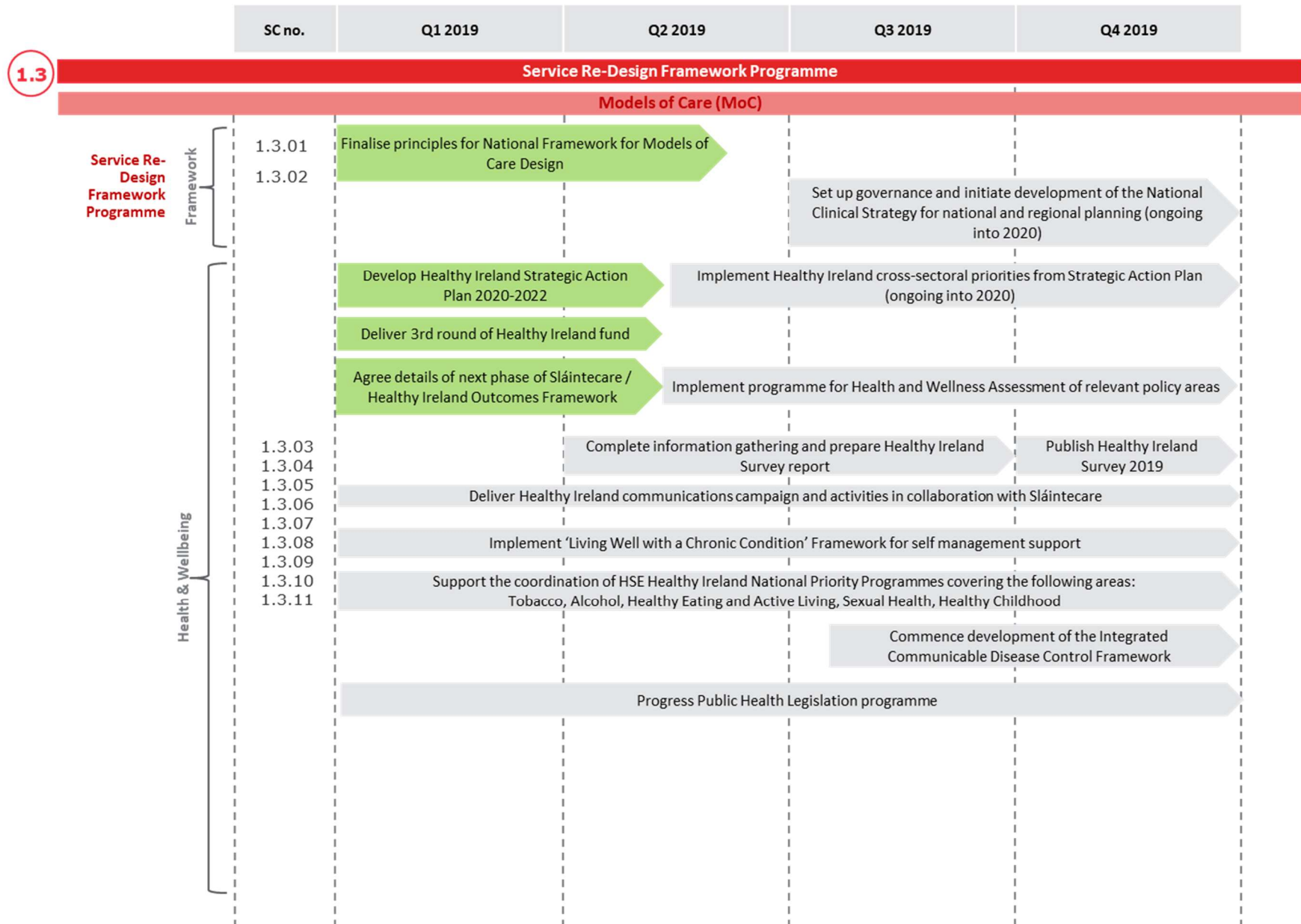
SC #	Sláintecare Project Name	Deliverable	Status	Comment
		capacity and value for money projects		
4.4.02	Roll out integration fund for new models of care and integration projects	Develop criteria and governance for Integration Fund. Select first group of projects. Launch callout of Integration Fund	On track	The Integration Fund was launched on 22 March 2019 with a closing date for applications of 18th April 2019.
		Select projects	On track	<p>A total of 477 applications were received for the Fund. The SPIO team with support from Pobal began the process of categorising the applications in preparation for the evaluation team. The projects have been divided into specific categories.</p> <ol style="list-style-type: none"> 1.Citizen Empowerment and Engagement. 2.Scale and share model of care for Older Persons and Chronic Disease 3.Innovations in shift of care. <p>The next stage is to score and rank the applications and this is expected to be completed and applicants informed by July with programmes starting within 6 weeks of notification.</p>
4.5.02	Publish detailed Action Plan and Publish progress reports biannually	Publish 2019 Action Plan	On track	The Action Plan was published on 13 March 2019. The Action Plan outlines the project management structures and governance approach for the 10-year implementation of Sláintecare and the actions and milestones for 2019. It is a detailed and comprehensive plan for 2019 which establishes a programmatic approach to delivery of the Sláintecare Strategy.

SC #	Sláintecare Project Name	Deliverable	Status	Comment
		Publish progress reports on a biannual basis	On track	The first biannual report will be delivered in July. First quarterly report was delivered in April.
4.5.01	Develop Communications Plan and tools for Sláintecare	Develop and roll-out Communications Plans and tools for Sláintecare programme	On track	The Communications plan is in place. Communications tools (stakeholder engagement, and presentation materials) are developed and the website content is being finalised.
4.5.03	Identify Programme to recognise successful delivery	Identify Programme to recognise successful delivery	On track	A strategic communications approach to recognise the successful projects supported by the Integration Fund has been agreed.

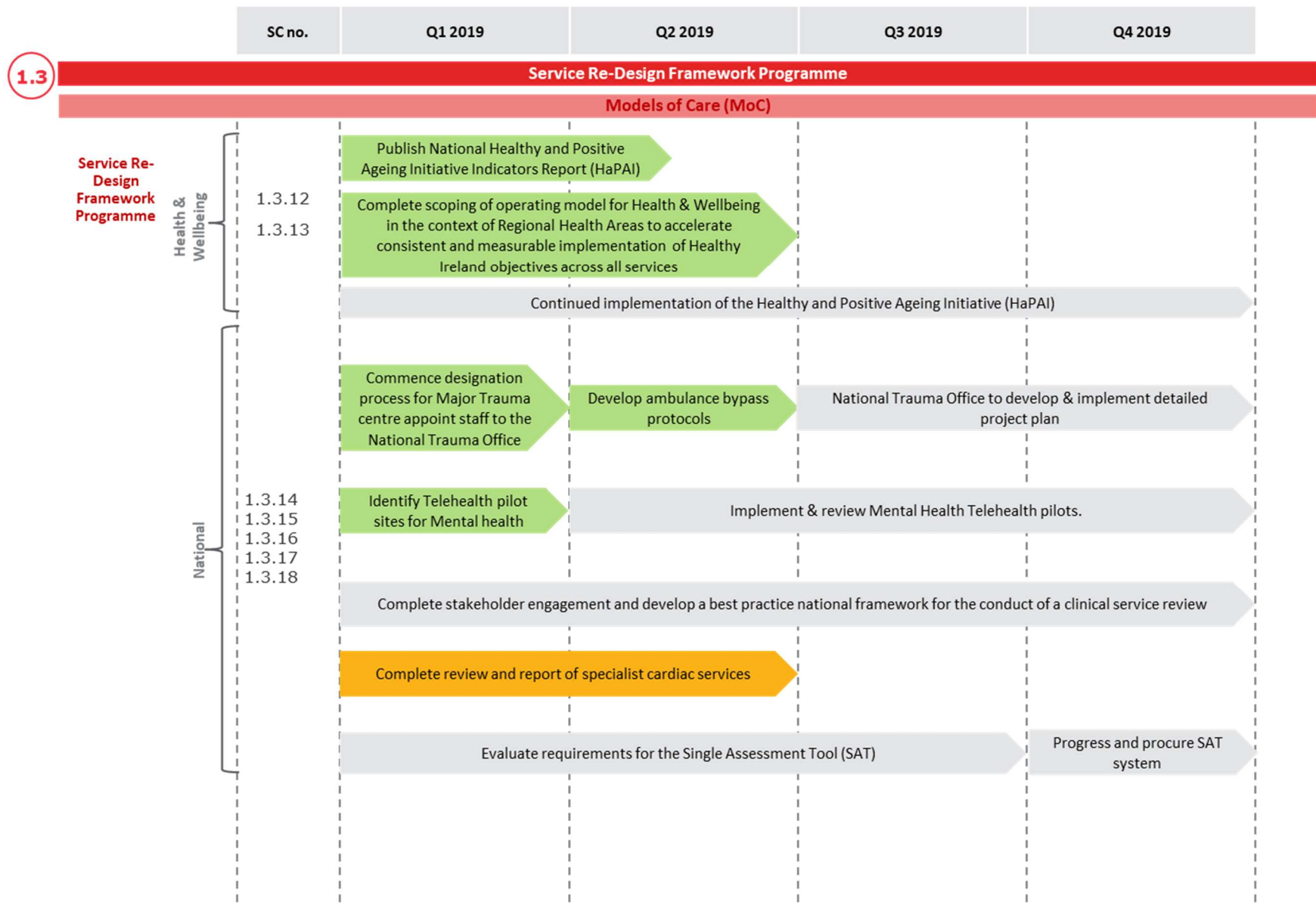
Sláintecare Implementation Timeline: Workstream 1



Sláintecare Implementation Timeline: Workstream 1



Sláintecare Implementation Timeline: Workstream 1

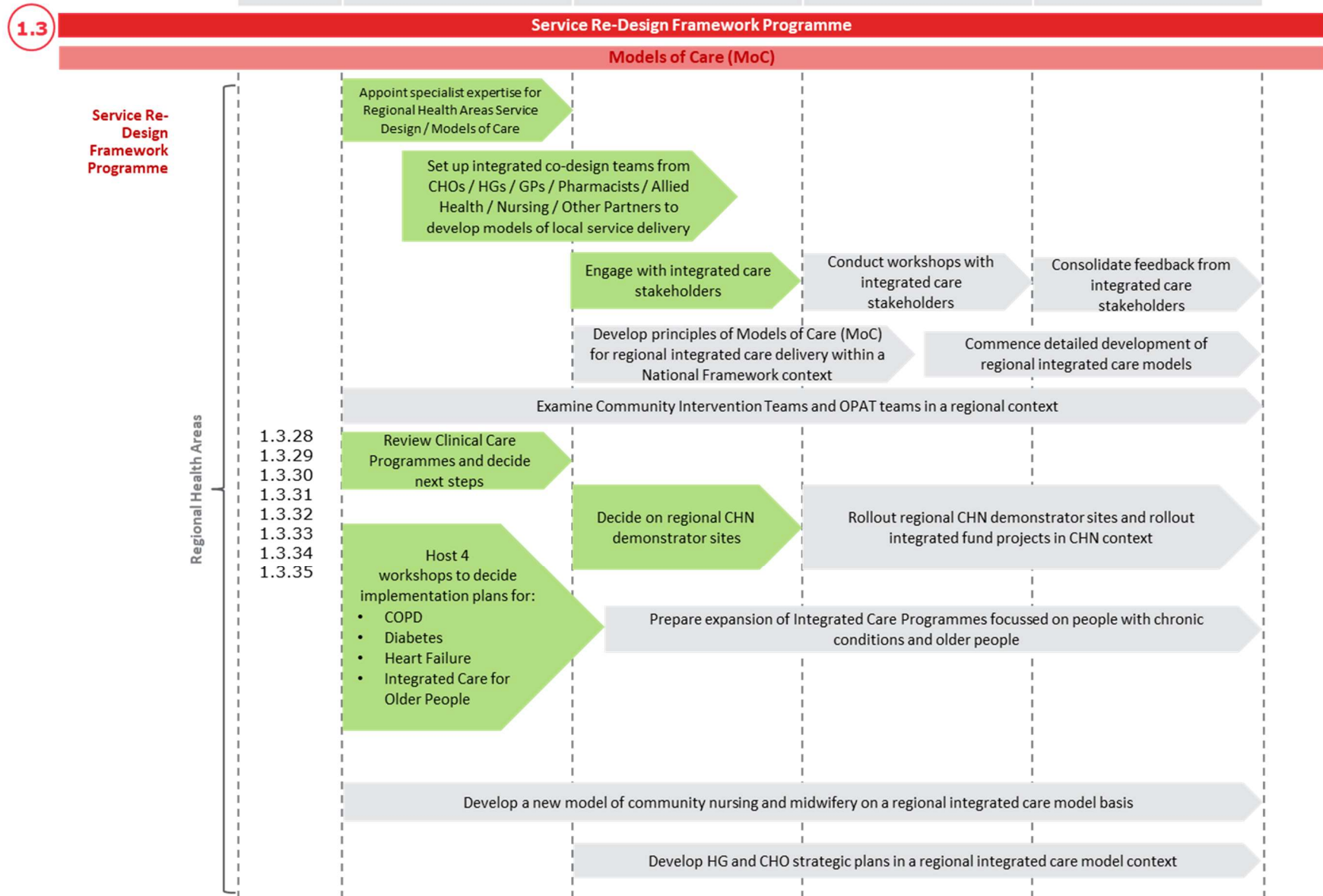


Sláintecare Implementation Timeline: Workstream 1

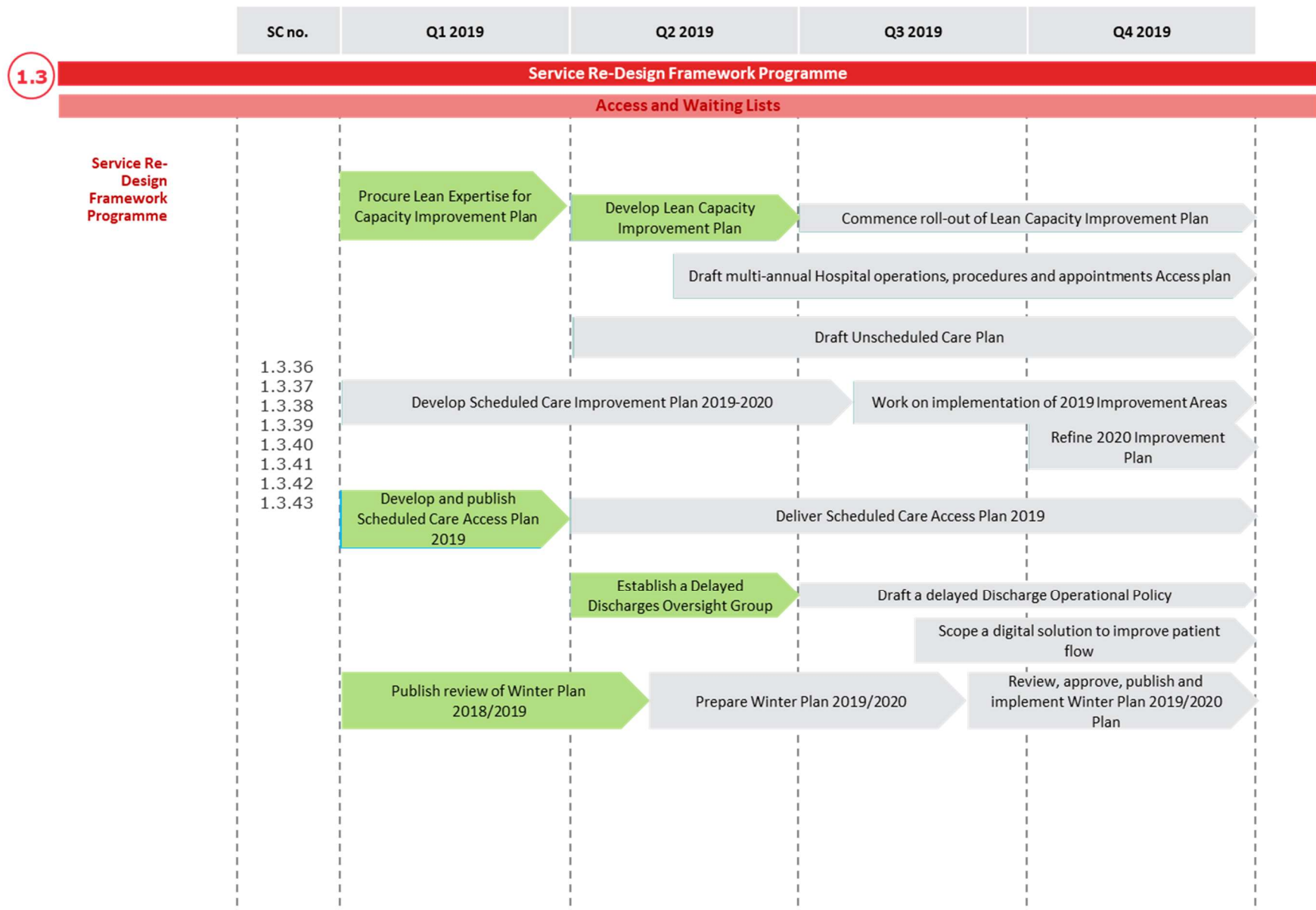
1.3

	SC no.	Q1 2019	Q2 2019	Q3 2019	Q4 2019	
Service Re-Design Framework Programme						
Models of Care (MoC)						
Service Re-Design Framework Programme	National		Implement the 2019 actions of the National Maternity Strategy including the Neonatal & Maternal CMS			
			Implement the 2019 actions of the National Cancer Strategy			
		1.3.19	Implement the 2019 actions of the National Neurorehabilitation Strategy			
		1.3.20	Implement the 2019 actions of the National Paediatric Models of Care Strategy			
		1.3.21	Implement the 2019 actions of the National Programme for Transplant Services Strategy			
		1.3.22	Implement the 2019 actions of the Palliative Care Development Framework.			
		1.3.23	Implement the 2019 actions of the National Dementia Strategy			
		1.3.24	Implement the Reform Programme for the Disability Sector under: <ul style="list-style-type: none">Transforming Lives; Progressing Disability ServicesNew Direction Day Services;Time to Move on from Congregated Settings			
		1.3.25	Implement First 5 Strategy			
		1.3.26				
		1.3.27				

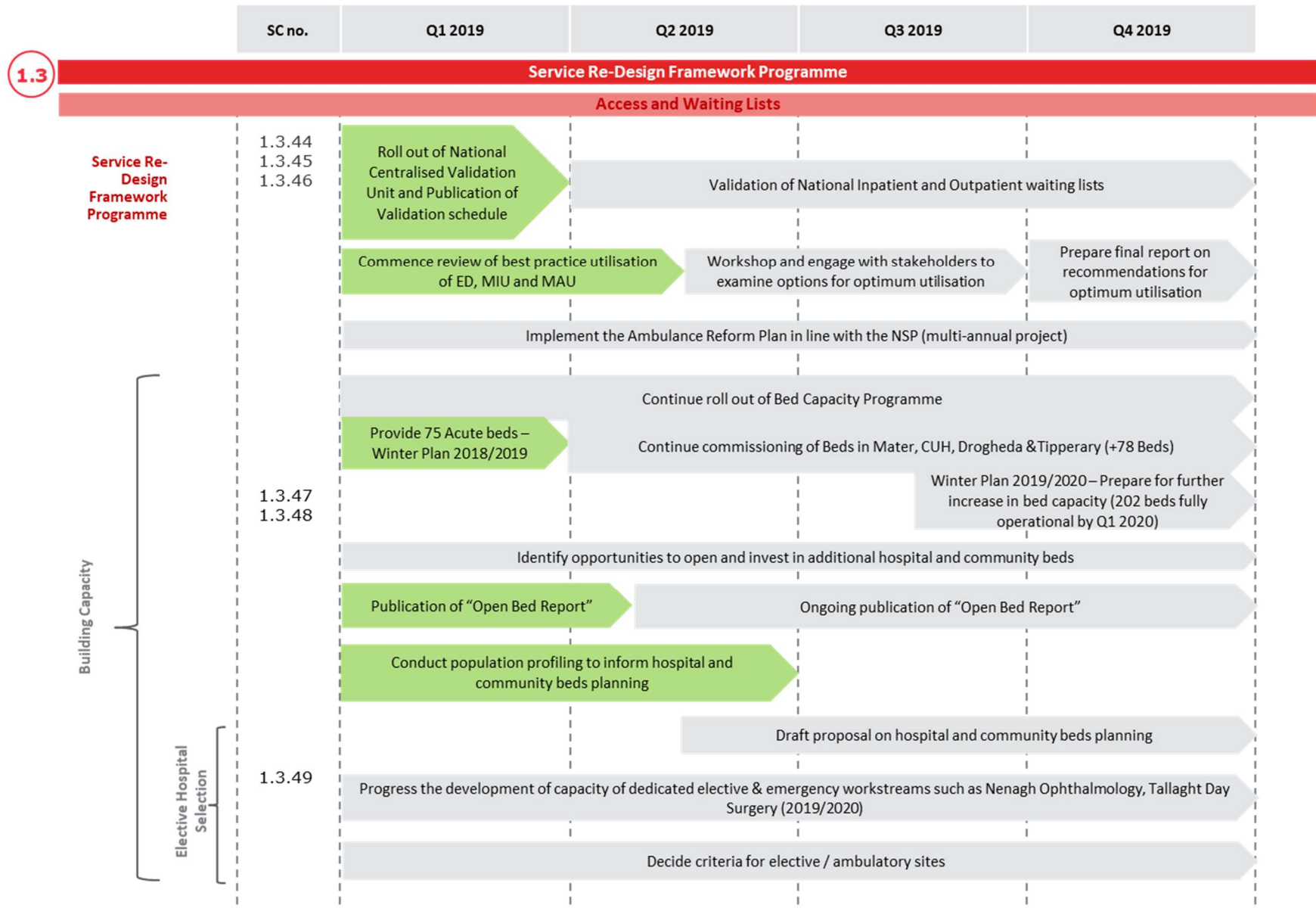
Sláintecare Implementation Timeline: Workstream 1



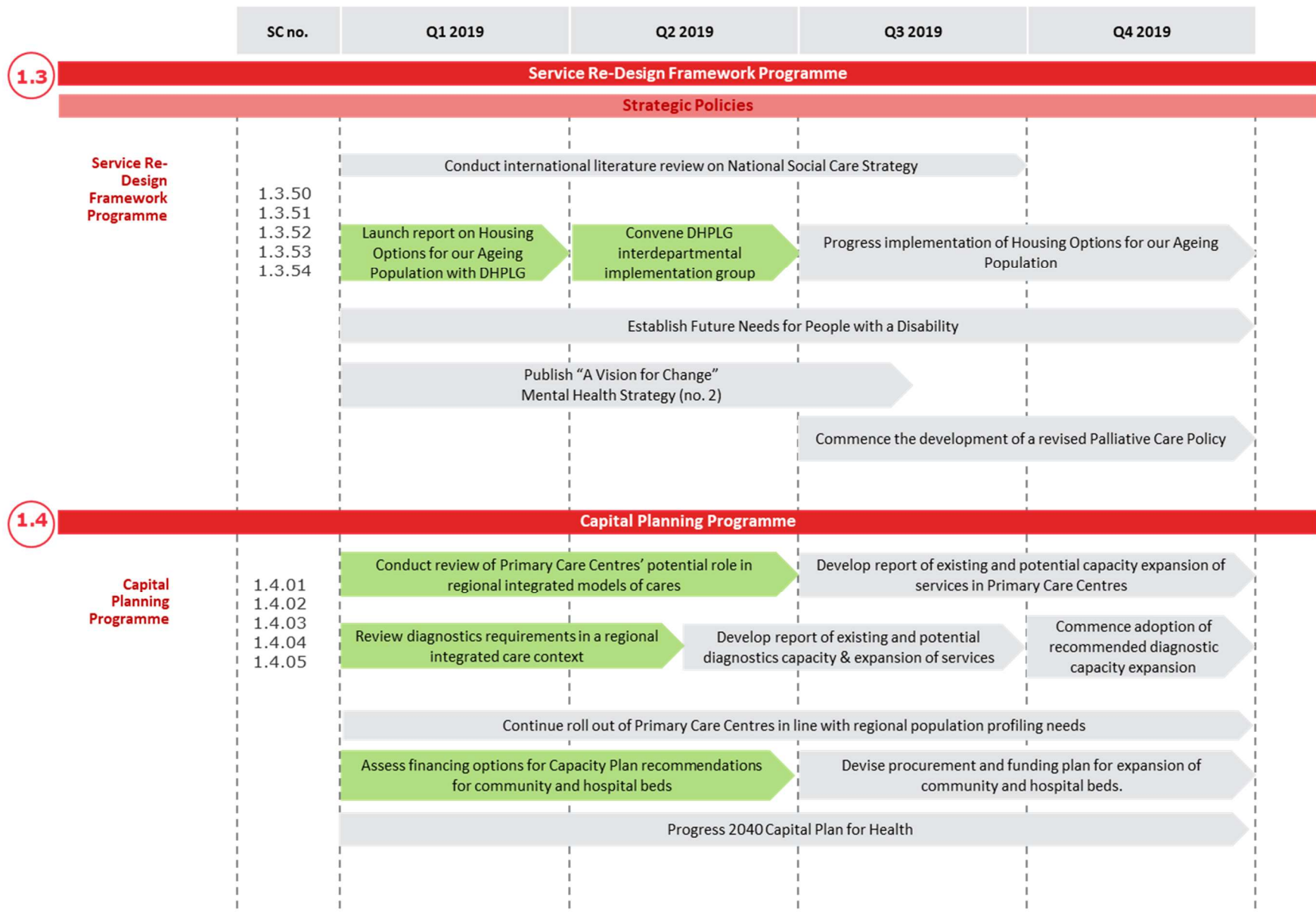
Sláintecare Implementation Timeline: Workstream 1



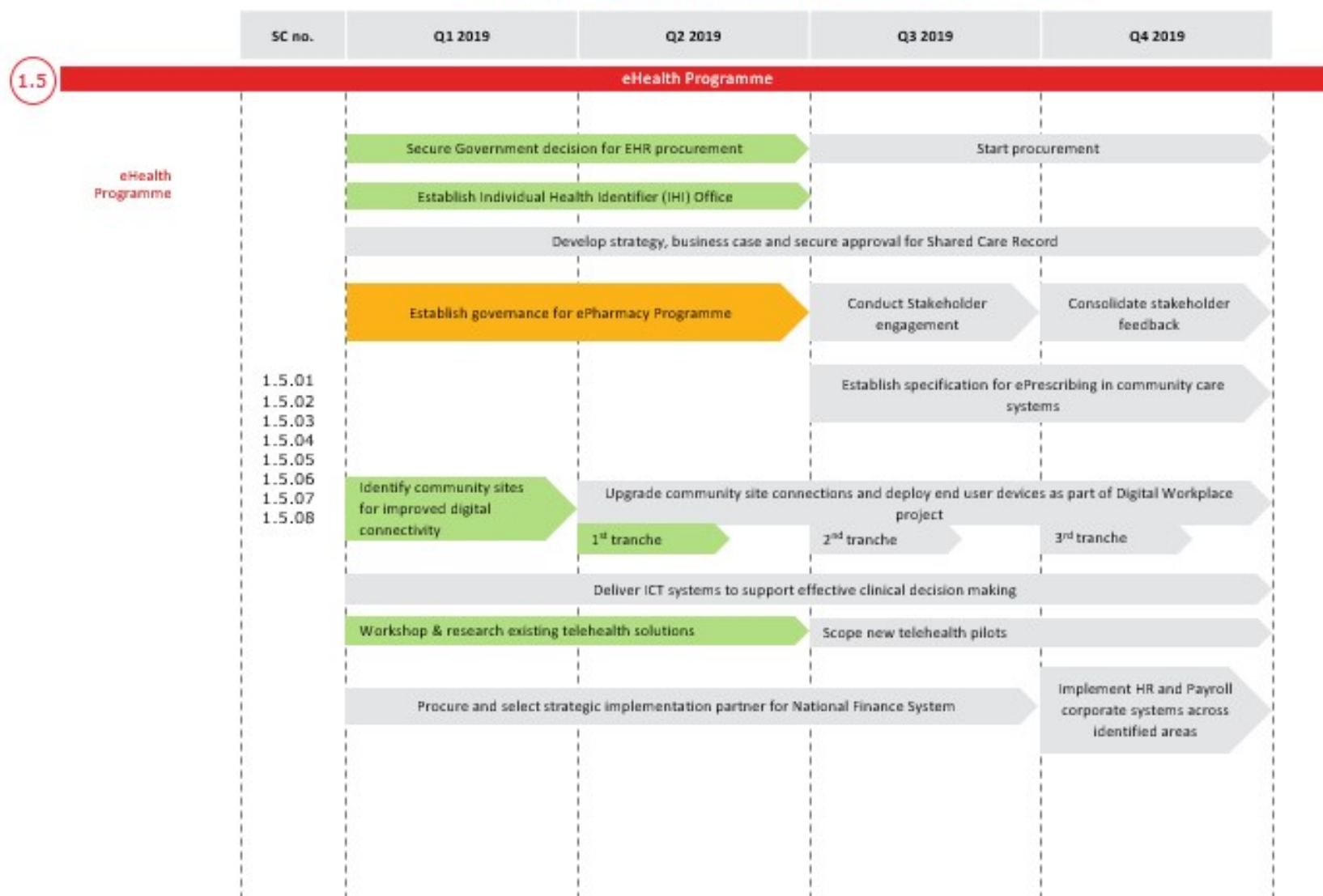
Sláintecare Implementation Timeline: Workstream 1



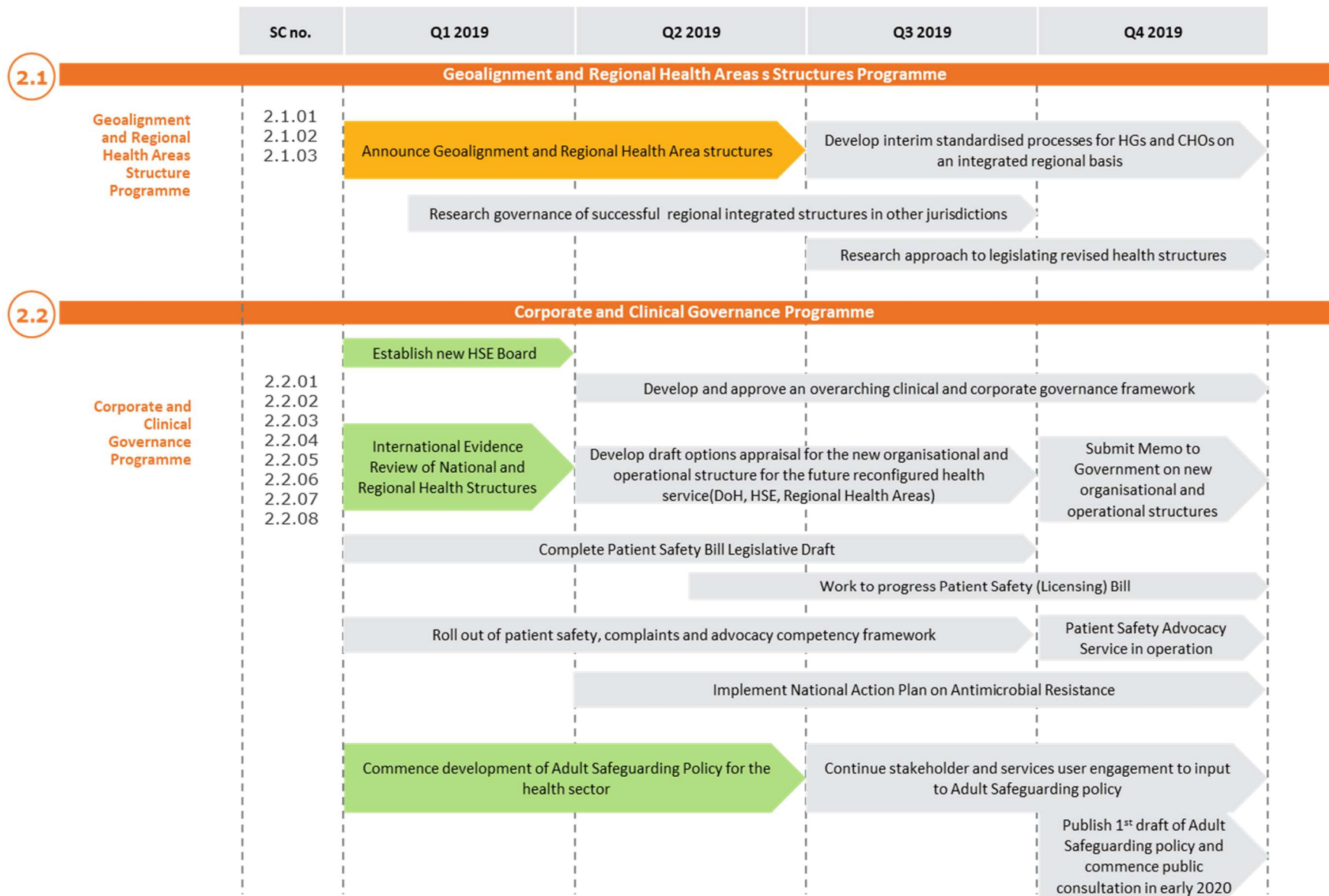
Sláintecare Implementation Timeline: Workstream 1



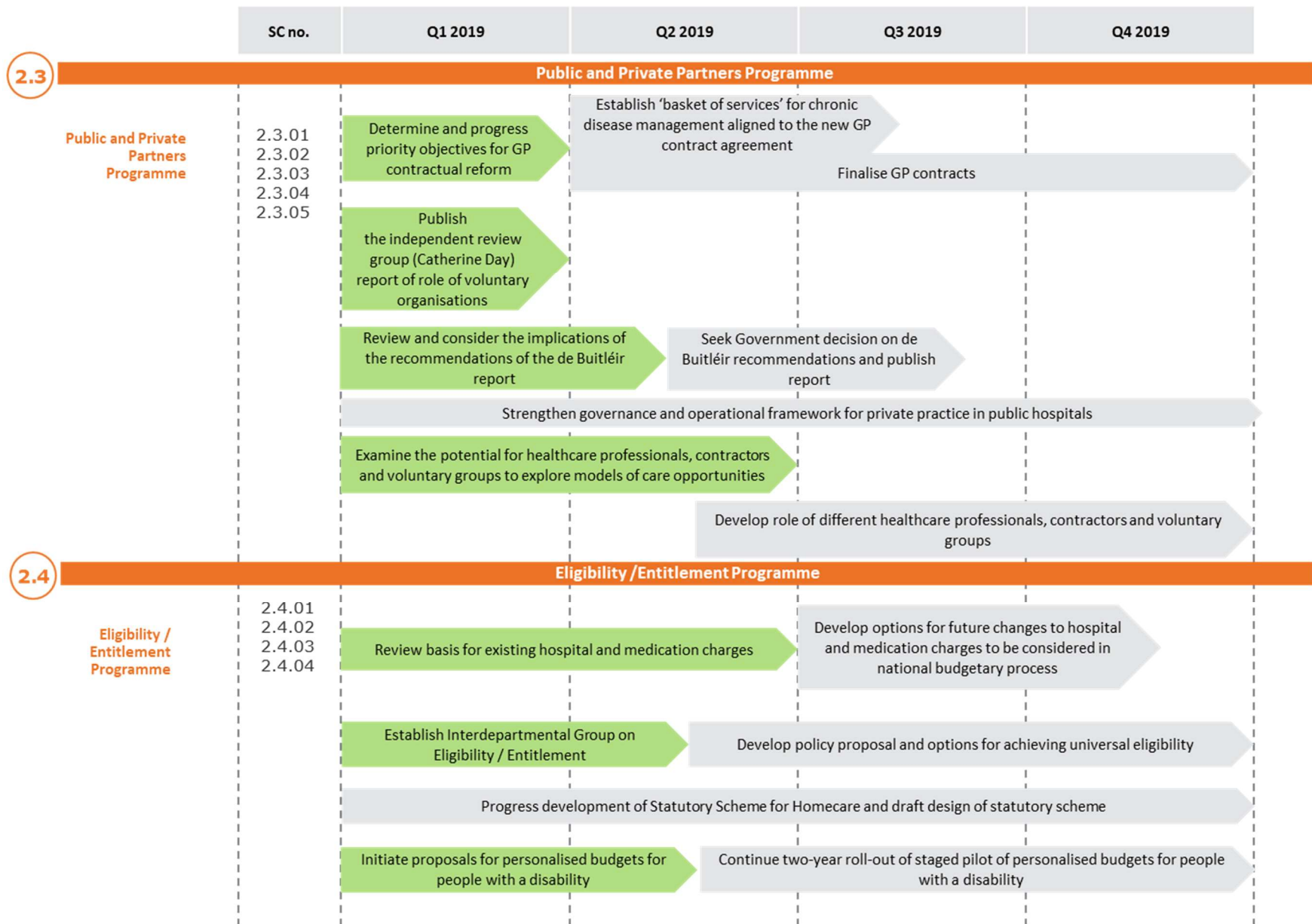
Sláintecare Implementation Timeline: Workstream 1



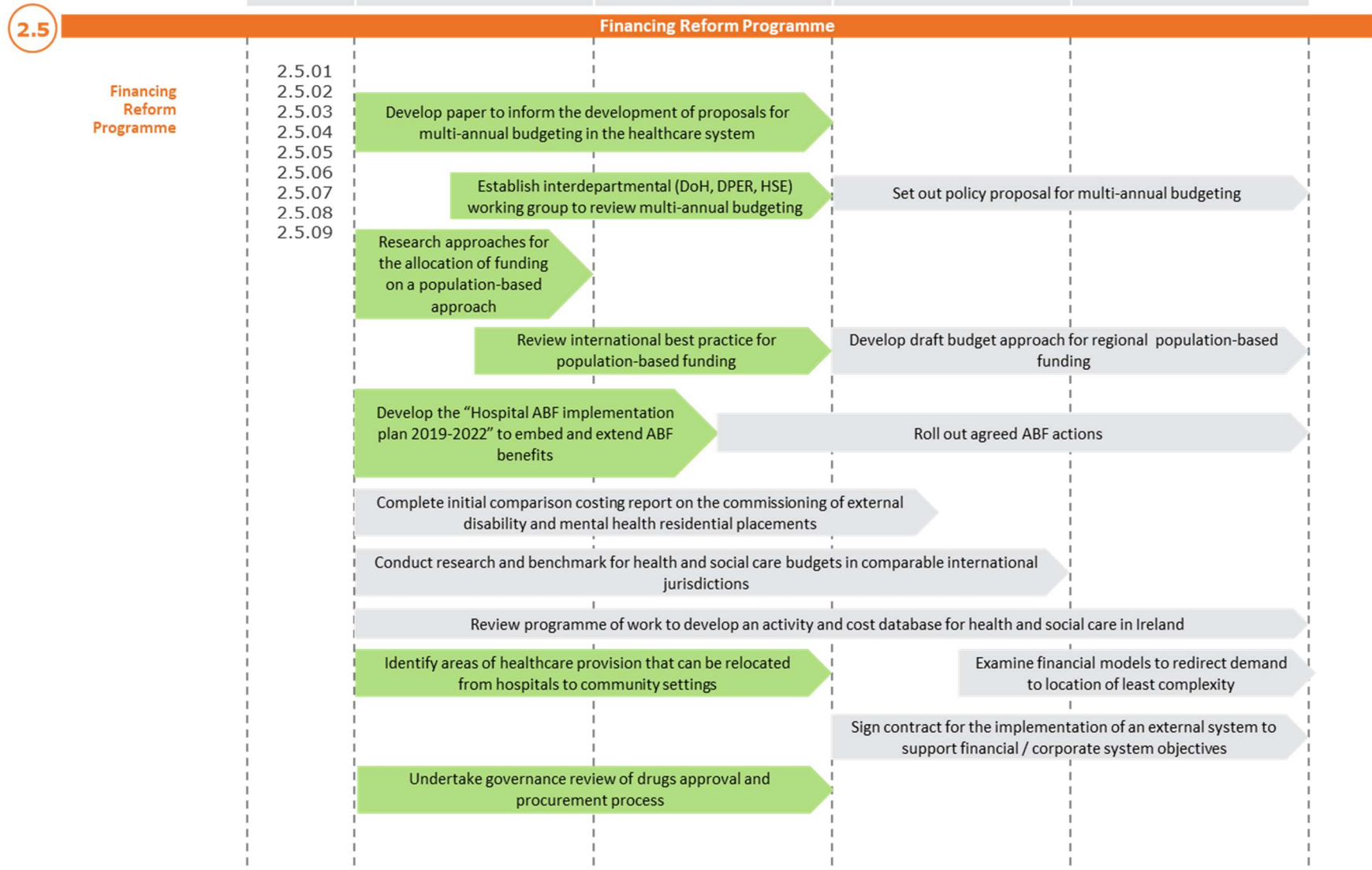
Sláintecare Implementation Timeline: Workstream 2



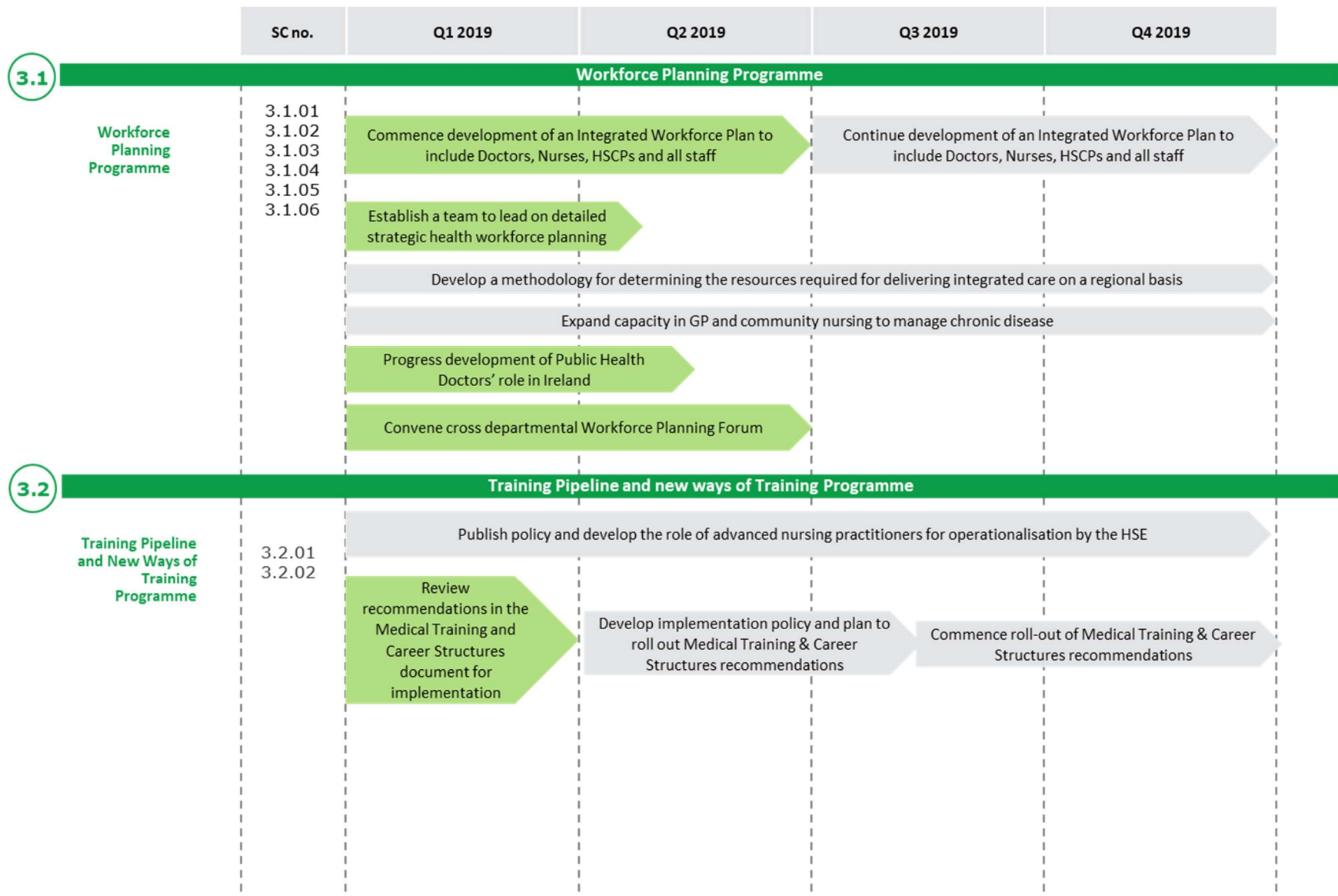
Sláintecare Implementation Timeline: Workstream 2



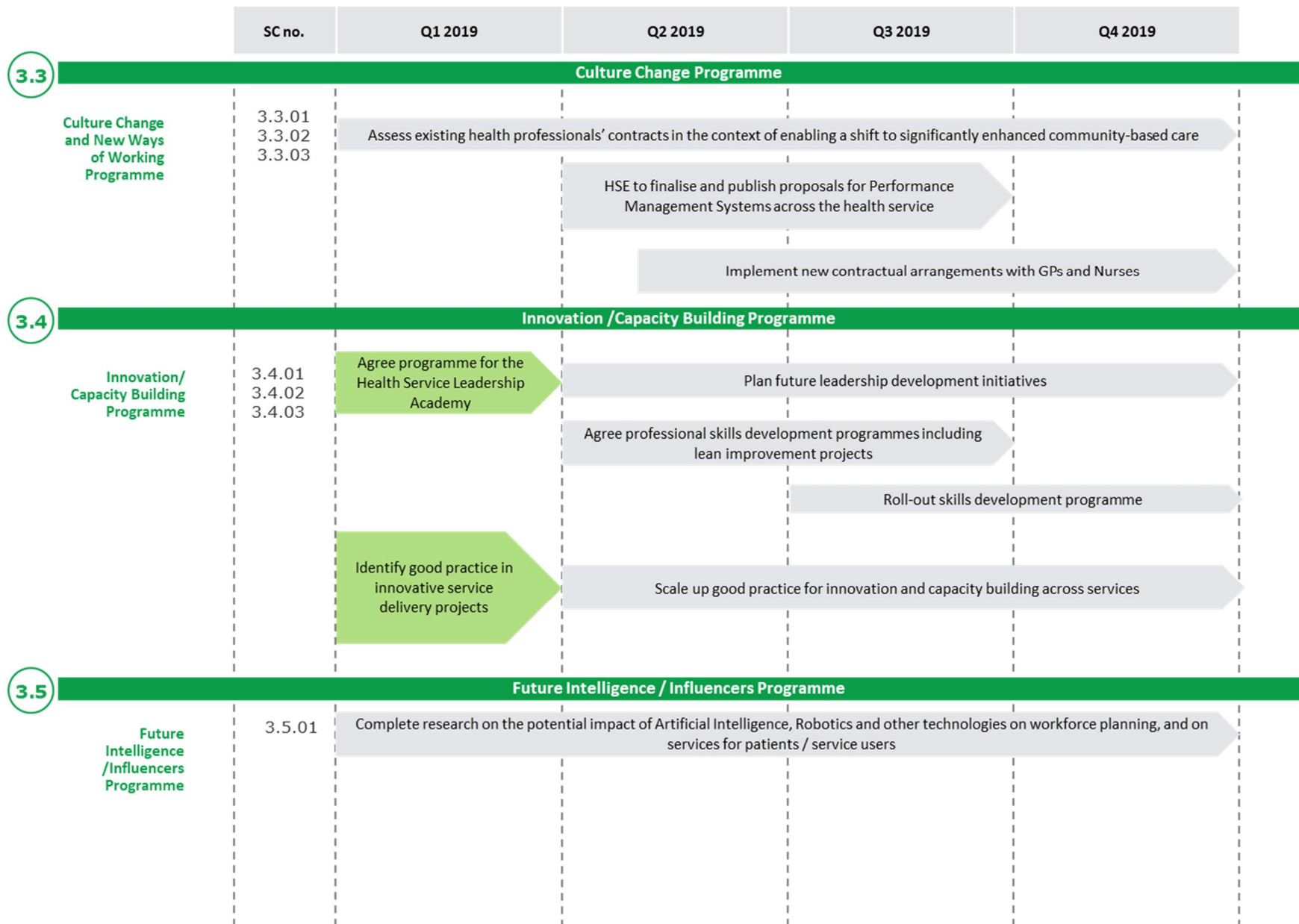
Sláintecare Implementation Timeline: Workstream 2



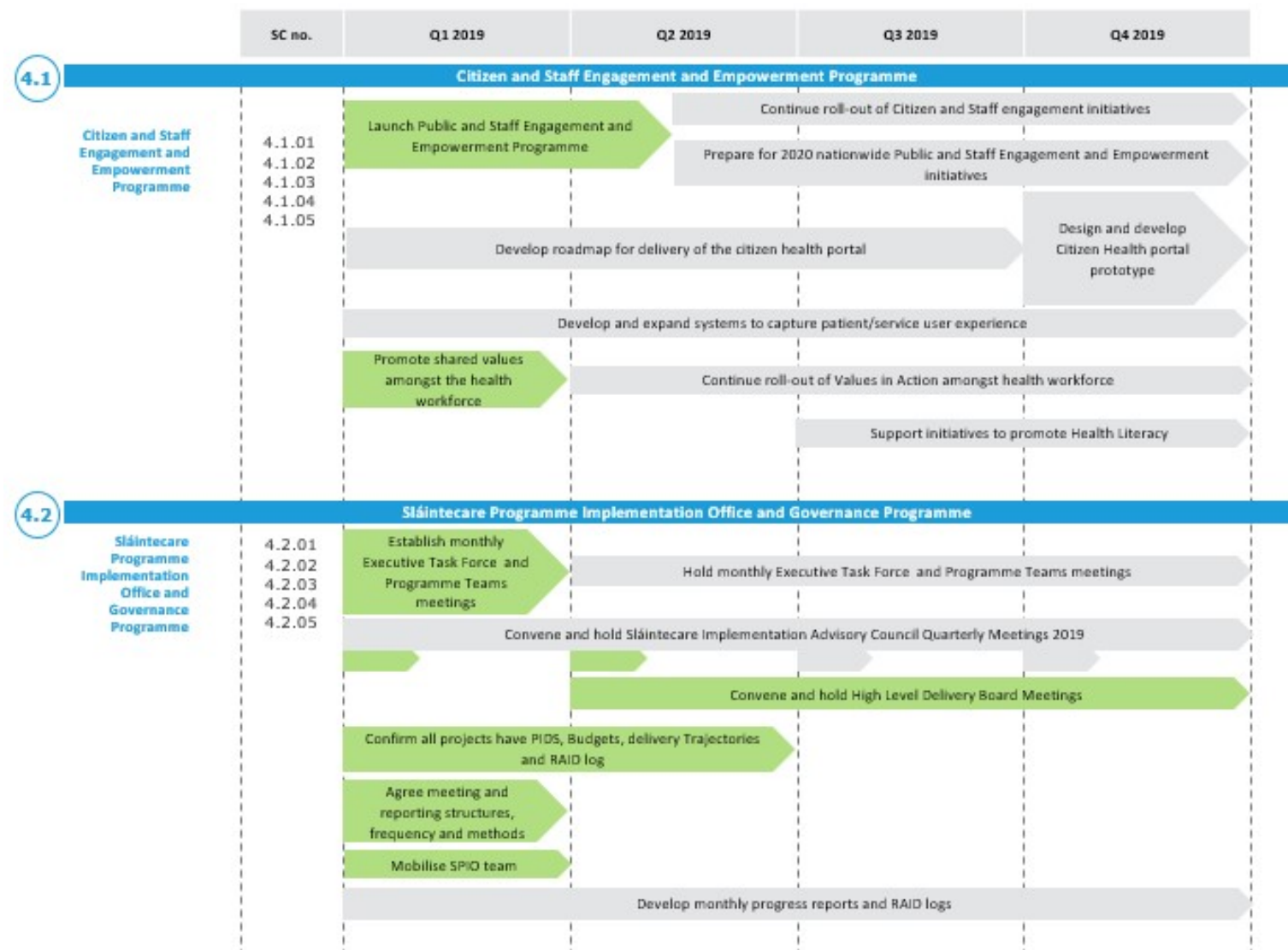
Sláintecare Implementation Timeline: Workstream 3



Sláintecare Implementation Timeline: Workstream 3



Sláintecare Implementation Timeline: Workstream 4



Sláintecare Implementation Timeline: Workstream 4

