



Cúram Sláinte  
Phobail, Iarthar  
ag freastal ar Ghallimh,  
Maigheo agus Ros Comáin

Community  
Healthcare West  
serving Galway, Mayo  
and Roscommon



# Annual Report 2020



Building a Better Health Service

CARE COMPASSION TRUST LEARNING

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## Message from Breda Crehan Roche, Chief Officer

2020 was a year like no other and fundamentally changed our world and all that we had routinely come to expect as normal. The COVID-19 pandemic created a precedent in the history of Irish Healthcare delivery. Never before were so many challenges experienced in such a short time. The Coronavirus (COVID-19) was confirmed in Ireland on February 29<sup>th</sup> 2020. Since then staff of the HSE and the country as a whole, have been responding to the pandemic. We have witnessed the devastation caused to our lives, the lives of those we love and to our local, national and global economies. We remember the loss of life due to this pandemic and we remember healthcare workers who have lost loved ones to COVID-19. However, the impact was greatly mitigated because our staff worked tirelessly and generously as they responded to the crisis and the related disruptions. It is difficult to find words that can genuinely and meaningfully acknowledge the work carried out by so many people and the sacrifices made during 2020. Many essential services continued to be provided during the pandemic and Community Healthcare West staff were central to the effort.



This annual report provides information on activity and work carried out during an international pandemic. It also recognises the work undertaken by our staff. Every year the HSE National Service Plan (NSP) outlines goals, service reforms and transformations to be achieved by the HSE both nationally and at a regional level. The NSP is supplemented and complimented by individual CHO Operational Plans. Due to the necessity and priority to respond to all COVID challenges, many Community Healthcare West staff were redeployed to other areas. This resulted in our goals and planned performance being impacted.

Details regarding our 2020 performance indicators can be located via this link:

<https://www.hse.ie/eng/services/publications/performance-reports/2020-performance-reports.html>.

Despite our workforce experiencing inordinate pressures, this Annual Report outlines the many service improvements and reforms achieved. These inter alia include;

- **Enhanced Community Care:** this service reform prioritises care of older people and those with chronic diseases and lifelong conditions in the community. The establishment of Community Healthcare Networks (CHNs) and Community Specialist Teams in our region will assist this cohort of people to remain in their home for as long as possible. Nine CHNs are being developed across the region, five in Galway, three in Mayo and one in Roscommon.
- The National **Attend Anywhere** Video Enabled Care Project was activated to provide a Telehealth solution that can be used to reduce exposure to COVID-19, by enabling both service users and clinicians to consult where one to one/on-site meetings were not possible. The availability of this platform facilitated more than one thousand five hundred consultations which otherwise would not have been possible during COVID-19 pandemic.
- The COVID-19 pandemic highlighted like never before the impact and importance of **Infection Prevention and Control** expertise was recognised and acknowledged, and by the end of 2020, an Assistant Director of Nursing and a Clinical Nurse Specialist were appointed with further posts to follow. This development will ensure our CHO continues to deliver safe and quality services.
- Mental Health Services launched the **Child and Adolescent Mental Health Services (CAMHS) Connect e-Mental Health Hub and Psychiatry of Later Life (POLL) Day Hospital** at the newly refurbished site in Castlerea. It is envisaged that these enhanced day services will reduce admissions to our acute units.
- In January 2020, Galway Roscommon Mental Health Nursing Department launched their Vision Document for the service entitled 'A Vision for Galway Roscommon Mental Health Nursing Services (2020-2023)', the document promotes a quality nursing service that is equitable, recovery focused, and empowering for service users, staff and the communities they serve.
- Tenancy Support Workers were recruited to support the 'My Home Project'. The role of the Tenancy Support Worker is to assist Mental Health service users transition from shared accommodation to independent living. Since the projects inception, 30 service users have been supported in the process of transitioning to new homes.
- Several additional actions to promote **wellbeing and mental health** were also undertaken in our local communities e.g. relevant actions from the Connecting for Life programme continued to be implemented with the development of the Westbewell.ie website.
- The Community Intervention Team (CIT) in Galway/Roscommon operate a Nurse Led Service where approximately 30 patients are seen daily by CIT Nurses in patients' own homes. CIT also provide Wound Care Clinics whereby patients

are seen daily in Galway. Monthly there are in excess of 800 referrals accepted and over one thousand nursing visits occurring. A CIT Hemochromatosis Clinic continues to operate in Tuam Primary Care Centre every Saturday, where 12 patients are seen by CIT Nurses for their treatment. Patients are referred by Medical/Surgical teams, Nursing Staff in Acute Hospitals, GPs and PHNs. Referrals made and received contribute significantly to hospital avoidance. Prior to CIT establishment, people availing of these services would have been required to travel to Galway University Hospital.

- Older People Services, in conjunction with their Project Partner, Saolta University Healthcare Group, developed and piloted phase one of an **Integrated Care Programme for Older Persons (ICPOP)**. The main goal of the project is to provide comprehensive geriatric assessments and care to Older People closer to their home and to minimise the need for hospital admission.
- Disability Services, application of the Disability Act 2005 was enhanced through the new **Standard Operating Procedure for Assessment of Needs** effective from 1<sup>st</sup> February 2020.
- Our Disability Services continued to work with our community partners, Mayo County Council and approved Housing Body - Sophia Housing to develop plans to deliver a number of community homes under the Capital Assistance Scheme as part of our implementation of **Time to Move on from Congregated Settings**.
- The implementation of the new **Integrated Patient Management System (iPMS)** was successfully completed in Q4. iPMS is a fully integrated Patient Administration System (PAS) to support the business and service objectives of the HSE, across the Saolta University Healthcare Group, Mental Health Services, Older Persons Services - Community Nursing Units and District Hospitals. Benefits of the iPMS include provision of a Platform for future Clinical Information Systems; provision of an efficient and effective system to support the administration of multi-disciplinary working within the health service; the introduction of a single patient identifier and a shared Patient Master Index to improve the patient experience by reducing duplication.

The above are some examples that demonstrate the significant investment being made to ensure our organisation prioritises the needs of our stakeholders and services users and that we continue to implement the many service improvements and reforms as outlined in the Sláintecare Report.

I take this opportunity to acknowledge the work and commitment of our partners Section 38/39 funded service providers, funded voluntary and private partners who worked with us during the year to ensure and assure service delivery of safe and quality person centered services during the pandemic. We value and look forward to working with them in the years ahead.



*23<sup>rd</sup> March, 2020 – Senior Management Team Meeting, Community Healthcare West*

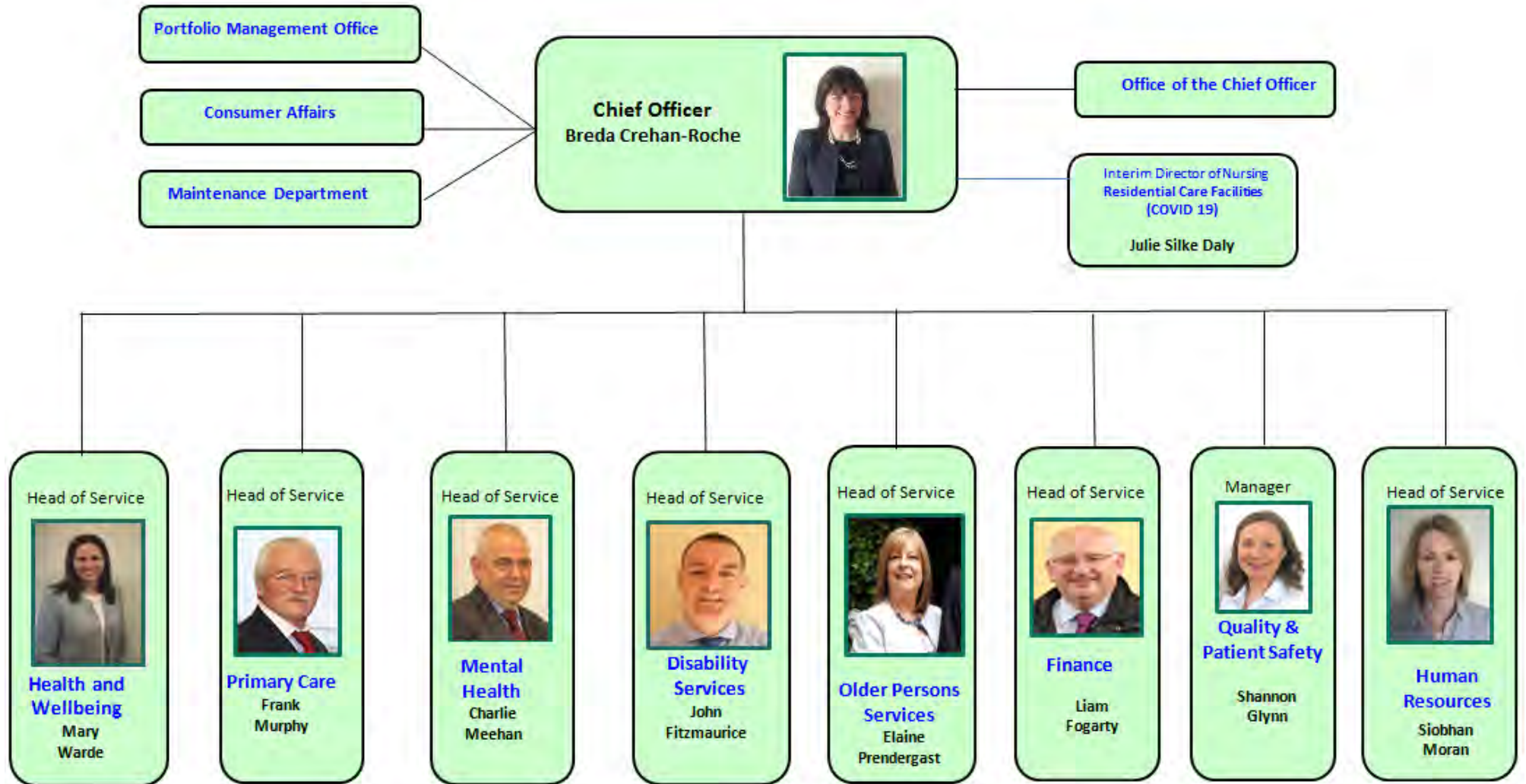
During the COVID-19 pandemic, our staff took on new roles and new ways of working. I would like to take this opportunity to thank them and to recognise their hard work, commitment and dedication. The future looks bright with the COVID vaccine which offers hope for the future and Community Healthcare West has and will continue to do our part in the roll out of the vaccination across Galway, Mayo and Roscommon. Finally I am confident that we have learned from the challenges faced during the past year and will build on the many excellent initiatives and new ways of working. I am equally confident that we have emerged from this pandemic stronger and more determined to face the challenges of the future. I am proud as Chief Officer of Community Healthcare West of all that we have achieved during 2020 and look forward to working with you during the years ahead.

**Breda Crehan-Roche**  
**Chief Officer**  
**Community Healthcare West**





## Community Healthcare West Management Team - 2020



## COVID-19 Pandemic – Community Healthcare West response

The Coronavirus (COVID-19) was confirmed as having spread to Ireland on February 29<sup>th</sup> 2020. The HSE immediately established a Test and Trace process. Community Healthcare West Management and Staff worked tirelessly to respond to the impact the COVID Virus created for healthcare service delivery. Expeditious work occurred to ensure that COVID-19 responses, such as COVID Test Centres, COVID Assessment Hubs were established and that Personal Protective Equipment (PPE) was secured and deployed. Services were fast tracked to detect resulting illness, to support GPs in managing people at home where appropriate, and to ensure admission pressures were minimised within the the Saolta University Healthcare Group. COVID facilities and services were developed while existing services were altered and redesigned, so to ensure that services users needs were met.



*COVID-19 tester training delivered by National Ambulance Service West on 16<sup>th</sup> March, 2020*



The Community Healthcare West response would not have been possible without the commitment, professionalism and generosity of staff; existing, newly recruited and those who returned from retirement to maintain and deliver services.



During 2020 the HSE received support from many internal and external organisations in order to provide community based COVID-19 Testing. This valued support included the National Ambulance Service (NAS), Defence Forces, Irish Navy, County Councils, GAA, Civil Defence, Red Cross, and other community based voluntary organisations.



*Capturing a collective response to COVID-19 – staff from Community Healthcare West, National Ambulance Service and the Civil Defence Ireland*

**COVID Test Sites:** in early March, a number of smaller Covid Test Sites were established at Castlebar Swimming Pool (Mayo), Craughwell and Mervue Health Centres (Galway) and Regari Recovery College (Roscommon).



*27<sup>th</sup> March, 2020 – COVID-19 Test Centre, Swimming Pool, Castlebar, Co. Mayo*



*23<sup>rd</sup> April, 2020 - COVID-19 Test Centre, Regari Recovery College, Roscommon town*

Within a number of weeks larger Test Sites were then opened at Galway Airport, NUI Galway, MacHale Park Castlebar and Castlerea Fire Station. HSE staff from across many disciplines were redeployed to provide this service.



*31<sup>th</sup> March, 2020 – COVID-19 Drive Thru Test Centre, MacHale Park, Castlebar, Co. Mayo*





25<sup>th</sup> March, 2020 – COVID-19 Test Centre, Galway Airport, Carnmore, Co. Galway



31<sup>st</sup> March, 2020 - MacHale Park Drive Thru COVID-19 Testing Centre



8<sup>th</sup> April, 2021 - Community Healthcare West, National Ambulance West and the Regional Emergency Office acknowledging the vast contribution from the Captain and crew of the LÉ William Butler Yeats for their assistance in establishing the COVID-19 Testing Centre at Galway Port. The LÉ William Butler Yeats left Galway Port on Wednesday 8<sup>th</sup> April at 16:15 p.m. and the LÉ James Joyce sailed into Galway Port on the same evening at 16:45 p.m.

**95,078** COVID Tests were carried out by HSE staff and allied personnel as follows:

- Galway Airport - 52,391
- NUI Galway Test Site - 2,696
- MacHale Park - 25,343
- Fire Station, Castlereah - 14,648

COVID Outbreak and Serial Testing was also carried out by Teams based at our Static Sites e.g. Food Production Factories, Direct Provision Centres and Pharmaceutical Facilities across the region.





28<sup>th</sup> April, 2020 - Connemara Airport – COVID-19 swabbers returning from Áras Ronáin Community Nursing Unit, Inis Mhor, Aran Islands, Co. Galway



**3** COVID-19 Community Assessment Hubs were established in a community based setting to support people that had tested positive for COVID-19 and relieve pressure on the Acute sector.

Hubs opened at:-



Unit 3, Merlin Park, Galway



County Clinic, Castlebar, Co Mayo.





Castlerea Primary Care Centre, Castlerea, Co Roscommon.

**Telehealth:** The aim of the National Attend Anywhere Video Enabled Care Project was to provide a Telehealth solution that can be used to reduce exposure to COVID-19, by enabling both service users and clinicians to consult where one to one (1:1) on site is not possible. It can also increase organisational resilience by protecting the workforce and enabling support to be provided from different geographical locations. In other cases it provides opportunities for service users to access services that they may not otherwise be able to avail of due to transport issues, ability and availability.

#### Outcomes achieved:

1. One thousand three hundred Attend Anywhere licences were issued to staff in Q4 2020.
2. More than one thousand five hundred Consultations were provided to service users during the year.
3. Attend Anywhere is an encrypted web-based platform that enables healthcare staff to offer video consultations to service users. This is done as part of 'business as usual' day-to-day operations within an established clinical workflow.
4. Attend Anywhere puts focus on safety and convenience to patients/services users supporting physical distancing in addition to reduction of travel time and associated costs. It is a private and secure service for service users with pre-arranged appointment times where people are invited to a virtual waiting room. Feedback from service users has been very positive.
5. Where clinically appropriate, multiple clinicians or family members can participate on a call. Documents can be screen shared with those *attending* during the call. Virtual *Waiting Rooms* are created and healthcare staff are linked to Waiting areas which are specific to their usual place of work or type of service.

#### Benefits of Telehealth:

1. Offers protection for both Service Users and staff by enabling social distancing as per Public Health guidelines.
2. Service users and staff become more proficient on use of video enable technology
3. Enables continuity of quality care and remote monitoring by clinical specialists.

**5 Things to know about Attend Anywhere**

1. Attend Anywhere is an encrypted web-based platform that enables healthcare staff to offer video consultations to patients. This is done as part of 'business as usual' day-to-day operations within an established clinical workflow.
2. Attend Anywhere puts focus on safety and convenience to patients/services users supporting physical distancing in addition to reduction to travel time and associated costs. It is a private and secure service for patients with pre-arranged appointment times where patients are brought to a virtual waiting room. Feedback from service users has been very positive.
3. Where clinically appropriate multiple clinicians or family members can participate on a call. Documents can be screen shared with a patient during the call. Virtual waiting rooms are created and healthcare staff are linked to waiting areas which are specific to their usual place of work or type of service.
4. Where a service has examined their readiness for virtual clinics including their workflow processes, SOPs and hardware resources they can apply for an Attend Anywhere licence. Sample documents are available on our webpages. Licence application is through the Telehealth Lead in each CHO/Hospital.
5. Licences need to be activated within two weeks so it is important that staff are ready before applying. AA user training is available online, click on the link on our webpage using Google Chrome browser. It is useful to complete training close to receipt of your licence.

**More Information:**

For more information on Virtual Health please click [here](#)

Additional workflow supports and training information available on [eHealth Ireland](#)



4. Minimises geographic restrictions to quality care.
5. Promotes family participation and engagement.
6. Reduces transport time/cost for all involved. Video Enable Care allows clinicians to view a persons home environment, providing greater insight.
7. Mitigates the need to leave home for appointments which can sometimes be stressful for service users.

### **Infection Prevention and Control:**

At the start of the COVID-19 pandemic, Community Healthcare West employed one Infection Prevention and Control (IPC) Specialist Nurse.

In the initial stages of the Pandemic, activities focused on contingency planning & preparedness in a rapidly evolving situation. Staff and service users' safety was paramount. Business continuity, in a safe and effective environment was prioritised. Preparedness planning, involved sourcing emergency accommodation solutions to facilitate staff members who had high risk persons within their household. Some Staff left their homes, moved to temporary accommodation, to protect their families and support the continuity of service delivery.

As the situation evolved and the need for support for IPC increased exponentially our CHO reached out to the Saolta University Healthcare Group. The response was prompt and led to a hugely successful joint response across acute and community sectors. This ongoing collaboration consolidated relationships and bodes well for the future.

Specialist IPC support was provided on a seven day basis throughout 2020. Interventions included:

1. Providing COVID-19, PPE and hand hygiene education on site to services,
2. Education to service users in Direct Provision sites, Traveller services in Residential Addiction services
3. Site visits to review current practices and advise on actions required to Nursing Homes, both Public and Private, Mental Health Sites, Disability Services - Day and Residential.
4. Response to COVID cases and outbreaks with site visits and participation in Outbreak Control Team calls.
5. Developing two (Castlebar and Tuam) supported Self-isolation Units for Mental Health Services use.
6. IPC support was also provided to Sheltered Employment/ Training Centres within the Mental Health service.
7. IPC support and advice was also delivered in relation to the launch of the CAMHS eHub in Castlerea, Co Roscommon.

The gap in IPC knowledge and expertise was acknowledged as a risk across services. The emerging IPC team provided innovative systems to build confidence and capacity to address the crisis in the short term, much of the work included directing service managers to relevant sources of information and explaining the application of same, advice on cleaning resources and advising the Management of facilities to enhance/ensure the safe isolation of persons with possible or confirmed COVID-19 infection.

The IPC team were supported professionally by the Nursing Team within Antimicrobial Resistance and Infection Control (AMRIC) and later from the newly appointed IPC unit within Quality and Patient Safety (QPS), Community Operations. Providing advice, support and education to staff to give them confidence in managing the situation evolving was critical. There was rapid development and release of guidelines by AMRIC/Health Protection Surveillance Centre (HPSC). These guidelines were disseminated and implementation supported by IPC staff.

IPC membership on the COVID Response Team (CRT) and representation on the Outbreak Control Team's (OCT's), chaired by Public health was pivotal in the management of outbreaks across all sectors, particularly in relation to Older People Services.

After a brief respite towards the end of summer, the second wave followed in the third quarter of the year and again the team were mobilised and worked in the same way. The team worked in a synergistic way, some members who had returned to their substantive posts were once again released to respond to the need for IPC staff and specialist support. The impact and importance of IPC expertise is recognised and acknowledged and by the end of 2020 an Assistant Director of Nursing and a Clinical Nurse Specialist had been appointed with further posts to follow. This development will ensure our CHO continues to deliver safe and quality services.

## Psychosocial Supports

At the onset of the COVID-19 pandemic the HSE quickly recognised the need to better support our healthcare workers through the most difficult time the service faced in a number of years. From this a Psychosocial Response was initiated for all Healthcare Workers. The following are some of the initiatives which were introduced:

- Psychological First Aid (PFA) Training
- Psychological Call- Back Services
- Psychological First Aid Informed Briefings
- HSELand Modules around psychological supports for staff and managers during COVID.

**It's good to talk...**

• Have you been impacted by Covid-19?

• Troubled by something that happened today?

• Feeling annoyed, upset or just worn out?

• Want to get something off your chest rather than bring it home?

Maybe a call from our **Psychological First Aid** support team is a good place to **start...**

We want to help staff with the daily challenges they face at this difficult time.

We are here to listen and help you get yourself back on track.

To contact us just e-mail: **Psychosocial.GMR@hse.ie**

- The service is confidential
- Call-back response within 24 hours: Monday- Friday

Our support is provided by HSE Psychologists/National Counselling Service

## Donations

The generosity and kindness of the Public cannot go unmentioned in our Annual Report. During the year many Businesses, Providers and Services wished to thank and acknowledge the work being done by Community Healthcare West Staff. Donations, tokens and free services were provided by the following – thank you:

### Staff Accommodation

Mount Falcon Estate, Foxford Rd, Drumrevagh, Mount Falcon, Co. Mayo, F26 H744



### Food and Drink

- Feed the Heros
- Keoghs Crisps
- Nespresso
- Mr Tea's Coffee Shop



*Breda Crehan-Roche, Chief Officer and Elaine Prendergast, Head of Older People's Services presenting One for All Gift Cards and a box of Keoghs Crisps to staff in Ballina District Hospital from Keoghs Crisps*



**Personal Care**

Beiersdorf (makers of Nivea products)  
Human & Kind  
Dunnes Stores  
O'Donnell's Pharmacy

**Services/Vouchers**

Ashford Castle  
Keoghs Crisps

**Personal Protective Equipmnet (PPE)**

In order to support requirements of COVID-19 and to keep each other safe, HBS Procurement began procuring Personal Protective Equipment (PPE) in accordance with the guidelines outlined in the [World Health Organisation Operational Support and Logistics Disease Commodity Packages](#)

HBS Procurement is one of the business areas of Health Business Service which is critical to supporting frontline services in providing care to patients and service users.

HBS Procurement worked collaboratively with suppliers to support the health service through the challenging times of 2020. Community Healthcare West wish to acknowledge and recognise the extent of that engagement.



29<sup>th</sup> April, 2020 - Galway Airport PPE distribution centre



The following table outlines the volume of PPE that was provided to promote safety in the workplace during 2020 within our three counties. The allocations noted include services provided directly, via our funded providers and by our Private Residential Care Facilities:

| <i>PPE Distribution via Community Healthcare West<br/>1 January 2020 to 31 December 2020</i> |                   |                       |
|--|-------------------|-----------------------|
| <b>Setting</b>   | <b>Volume</b>     | <b>Estimate Cost*</b> |
| DISABILITY SERVICES  | 2,852,956         | €445,072              |
| MENTAL HEALTH  | 1,352,377         | €310,801              |
| NURSING HOME   | 15,215,675        | €4,177,697            |
| RESIDENTIAL OTHER (e.g. Community Hospital)  | 164,705           | €47,544               |
| CARE AT HOME   | 5,037,993         | €670,991              |
| PRIMARY CARE   | 6,657,818         | €937,039              |
| COMMUNITY ASSESSMENT HUBS  | 17,905            | €7,447                |
| COMMUNITY TESTING CENTRES  | 1,271,497         | €218,096              |
| GP   | 1,239,199         | €289,182              |
| NATIONAL AMBULANCE SERVICE   | 395,288           | €203,908              |
| OTHER  | 146,141           | €44,162               |
| GP OUT OF HOURS  | 29,797            | €18,815               |
| OTHER - PLANNED MISC (e.g. Emergency orders)   | 652               | €827                  |
| <b>Total</b>   | <b>34,382,003</b> | <b>€7,371,580</b>     |

PWC @ June, 2021.



20<sup>th</sup> April, 2020 - MacHale Park COVID-19 Testing Centre, Castlebar, Co. Mayo



## Our Population

### Introduction

The population of our Region (Galway, Mayo and Roscommon), based on Census of Ireland 2016 is 453,109 or 9.52% of the national population. Galway City accounts for 17.4% of the region’s population, Galway County 39.6%, Mayo 28.8% and Roscommon 14.2%. The population of the region grew by 7,753 a 1.7% increase on the 2011 Census of Ireland. Galway City and County recorded increases in population of 7,405 from 2011-2016, whereas Roscommon had a small increase of 479 and Mayo recorded a slight decrease of 131.<sup>i</sup> (footnotes pg. 9)

Table 1. Population Community Healthcare West Census of Ireland 2016.

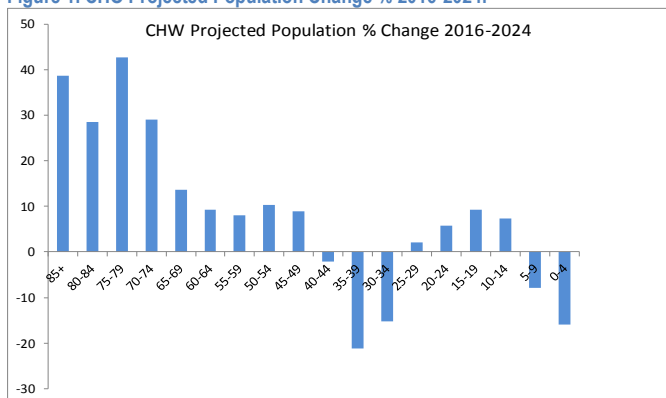
| Area        | Population 2016 | Change 2011-2016 | % Change 2011-2016 | Projected Population 2024 | Projected Change 2016-2024 | % Change 2016-2024 |
|-------------|-----------------|------------------|--------------------|---------------------------|----------------------------|--------------------|
| CHO West    | 453,109         | 7,753            | 2                  | 468,976                   | 15,867                     | 4                  |
| Galway City | 78,668          | 3,139            | 4                  | 85,948                    | 7,280                      | 9                  |
| Galway Co.  | 179,390         | 4,266            | 2                  | 184,990                   | 5,600                      | 3                  |
| Mayo        | 130,507         | -131             | 0                  | 132,448                   | 1,941                      | 2                  |
| Roscommon   | 64,544          | 479              | 1                  | 65,590                    | 1,046                      | 2                  |

Source: Census of Ireland 2016 [www.cso.ie](http://www.cso.ie)

### Population Projections to 2024

The population of our three counties is expected to grow from 453,109 in 2016 to 468,978 in 2024 an increase of 15,867 or 3.5%. The projections at age group level show a decrease of 5,199 in the 0-14 age group, and an increase of 18,809 in the 65 years and over age group. Figure 1. below sets out the % projected population change for the 5 year age groups.

Figure 1. CHO Projected Population Change % 2016-2024.



Source: Health Finder <https://finder.healththatlasireland.ie/>

### Population Age 2016

The 2016 population of the region has a similar profile to that of the national population however, our CHO has a slightly higher proportion of those aged 65 and over with 15.2% in this age group compared to the 13.3% nationally. At a county level there are more marked differences. Galway City has a disproportionately higher level of those in

the 20-39 age groups, whereas Roscommon and Mayo have higher than National proportions of those aged 55 and over<sup>ii</sup>.

### Dependency

Dependency ratio is the number of those aged 0-14 and aged 65 years and over as a proportion of those aged 15-64. The CHO average Dependency Ratio in 2016 is 55% (National Rate 52.7%), however there are regional variances. Mayo has the second highest national age dependency ratio of 61, Roscommon has the third highest at 60.8 and Galway County the fifth highest at 59.2, whereas Galway City has one of the lowest at 39%.<sup>iii</sup>

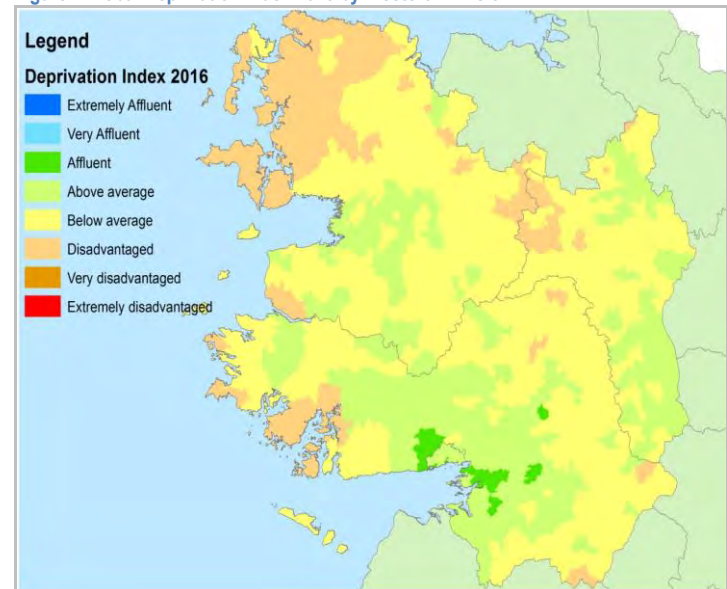
### Ethnicity

The population in Ireland has become culturally diverse since 2001. In 2016 Galway, Mayo and Roscommon had a population that consists of 14.3% non-national (National rate 15.2%). Galway City is the most diverse area nationally with 24.2% of its population being non-national, whereas Galway County has 11.5%, Mayo 12.9% and Roscommon 13.1%.<sup>iv</sup>

### Deprivation

The 2016 Pobal Deprivation Index v is a composite measure based on data from the 2016 Census of Ireland. The Index is based on indicators such as: - age dependency, lone parents, low education status, social class, unemployment and homes which are Local Authority owned. The Index provides a score at County, ED and Small Area geographies, which range from the extremely affluent to the extremely disadvantaged. The scores range from 30 which are extremely affluent, to minus 30 which are extremely disadvantaged.

Figure 2. Pobal Deprivation Index 2016 by Electoral Division



Source: [www.pobal.ie](http://www.pobal.ie)

The Regions deprivation score is -0.4 which is marginally below average levels of affluence. Galway City is the 3rd most affluent local authority area with a score of 4.9 (marginally above average); Galway County is ranked 10th (Score 0.4 marginally below average), Mayo 26th (score -3.8 marginally below average) and Roscommon 20th (score -2.4 marginally below average).

When applied at Electoral Division level however, Figure 2, there are some high levels of disadvantage particularly around the north-western Mayo areas of Erris/Belmullet and Achill, South Connemara and around North West Roscommon border.

### Vulnerable Populations

Travellers, homeless and migrant populations are the most at risk groups suffering lower life expectancy, poorer health outcomes and with increased likelihood of chronic disease. There are 6,076 Travellers in the Region, a rate per 1,000 population of 13.4 (National Rate 6.5 per 1,000). Galway City has the second highest proportion of Travellers nationally (Longford is the highest) at 20.5 per 1,000 population, Galway County has the third highest rate per 1,000 nationally of 14.7, Mayo is ranked seventh at ten per 1,000 and Roscommon ranked eleventh with eight per 1,000 (Table 2)v.

Travellers reported a disability rate of 19.2% in Census 2016vi compared to the Community Healthcare West rate of 13.23% (National rate 13.51%)vii.

The Homelessness Report August 2019 viii shows that there were 351 homeless persons in Community Healthcare West, an increase of 89 on September 2018 of whom 55% were in the 25-44 age-group. Males accounted for 201 and

Table 2. Traveller Population Census of Ireland 2011-2016

|               | Traveller Population 2011 | Traveller Population 2016 | Increase 2011-2016 | Travellers per 1,000 total population (Rate) |
|---------------|---------------------------|---------------------------|--------------------|--|
| State         | 29573                     | 31075                     | 1502               | 6.5  |
| Galway City   | 1667                      | 1610                      | -57                | 20.5   |
| Galway County | 2476                      | 2644                      | 168                | 14.7   |
| Mayo          | 1385                      | 1306                      | -79                | 10   |
| Roscommon     | 397                       | 516                       | 119                | 8  |
| CHW           | 5925                      | 6076                      | 151                | 13.41  |

Source: Census of Ireland 2016 [www.cso.ie](http://www.cso.ie)

females 141, 229 were in private emergency accommodation and 122 in supported temporary accommodation. The main proportion were in Galway with 311 (88.6%) persons homeless, 33 in Mayo (9.4%) and 7 in Roscommon (1.9%).

Community Healthcare West has been an active member of the resettlement and relocation programmes for refugees in Galway, Mayo and Roscommon. The Reception and Integration Agency Monthly Report November 2018 states that 587 refugees have been accommodated within the Region (353 Galway and 234 in Mayo).ix

### Disability

Table 3 below, shows the level of self-reported disability from Census 2016 by type of disability.x Levels of population disability for Community Healthcare West at 13.23% are similar to the National rate of 13.51%. Regionally there is little difference however, Roscommon is higher than the national rate at 14.43% and Galway City is lower at 12.88% which is a reflection of the age profile of the region.

Table 3. Disability by type of Disability 2016.

|   | State   | Galway City | Galway County | Mayo   | Roscommon | CHO2   |
|---|---------|-------------|---------------|--------|-----------|--------|
| Total persons   | 4761865 | 78668       | 179390        | 130507 | 64544     | 453109 |
| Total persons with a disability   | 643131  | 10133       | 22523         | 17977  | 9313      | 59946  |
| % Persons with disability   | 13.51   | 12.88       | 12.56         | 13.77  | 14.43     | 13.23  |
| Blindness or a serious vision impairment                                    | 54810   | 825         | 1917          | 1571   | 787       | 5490   |
| Deafness or a serious hearing impairment                                    | 103676  | 1382        | 3859          | 3124   | 1687      | 10906  |
| A condition that substantially limits one or more basic physical activities | 262818  | 3591        | 9702          | 8360   | 4239      | 27825  |
| An intellectual disability  | 66611   | 993         | 2346          | 1858   | 950       | 6524   |
| Difficulty in learning, remembering or concentrating                        | 156968  | 2296        | 5676          | 4409   | 2188      | 15619  |
| Psychological or emotional condition  | 123515  | 2350        | 4004          | 3055   | 1569      | 11751  |
| Other disability, including chronic illness                                 | 296783  | 4603        | 10372         | 8379   | 4195      | 29558  |
| Difficulty in dressing, bathing or getting around inside the home           | 140366  | 1907        | 5628          | 4631   | 2426      | 15610  |
| Difficulty in going outside home alone                                      | 184945  | 2528        | 7140          | 5936   | 3025      | 19943  |
| Difficulty in working or attending school/college                           | 210639  | 3085        | 8003          | 6469   | 3250      | 22341  |
| Difficulty in participating in other activities                             | 229397  | 3232        | 8745          | 7104   | 3583      | 24309  |
| Total disabilities  | 1830528 | 26792       | 67392         | 54896  | 27899     | 189876 |

Source: Census of Ireland 2016 [www.cso.ie](http://www.cso.ie)



## Further Census 2016 Information

Further information on Census 2016 population data is available on the HSE Health Atlas Finder Area Profile tool. <https://finder.healthatlasireland.ie/> Note: the Health Finder tool provides % of population which may not reflect how the Central Statistics calculated the indicators. All Census of Ireland 2016 data and additional indicators are available at the Central Statistics Office database tool Statbank <http://www.cso.ie/en/databases/>. xi

## Births & Mortality

### Birth Rates

There were 5,461 births in 2018 in Community Healthcare West which has a decreasing birth rate per 1,000 of 11.8 and is lower than the National Rate of 12.6. There are regional differences: - Galway City had 949 births (12.7 per 1,000), Galway County 2,350 (12.8 per 1,000) Mayo 1441 (10.8 per 1,000) and Roscommon 721 (10.9 per 1,000). Of the 5,461 births, 69 (1.2%) births were to mothers under 20 years of age and 468 (8.5%) were to mothers over the age of 40. The average age of mothers for all births was 33. xii

### Fertility Rates

The total fertility rate (TPFR) gives the theoretical average number of children who would be born to a woman during her lifetime – it is generally taken to be the level at which a generation would replace itself which is given normally as a value of 2.1. In 2018 the Ireland rate was 1.8 which is below the population replacement level. xiii

### Life Expectancy and Health Status

In 2018, life expectancy in Ireland was 81.1 years (79.4 for Males and 83.4 for females) with a world ranking of 18th. xiv

## Mortality

The following maps and charts show the 5 year Age Standardised Mortality Rate (ASR) per 100,000 for all causes and main causes of death (Malignant Neoplasms, Circulatory Disease, Respiratory Disease and Suicide and Intentional Self Harm). The maps show comparison with other counties for the 5 year ASR in 2017. Age standardisation adjusts rates to take into account how many old or young people are in the population, this allows for differences in the rates over time (in this case 5 years) between geographical areas and population compositions to allow for comparison.

In 2017, Roscommon and Galway had the second and third lowest ASR mortality rates per 100,000 nationally for all causes of death for all ages at 931 and 946 respectively (National rate is 1002), Mayo is close to the national rate at 1000.

In 2017, Galway and Roscommon have the fourth and seventh lowest ASR mortality rates nationally per 100,000 for circulatory diseases at 299 and 309 respectively (National 322). Mayo is above average with 333 per 100,000.

In 2017, Roscommon, Galway and Mayo have the second and fourth and eighth lowest mortality rates for malignant neoplasms nationally at 253, 268 and 271 per 100,000 respectively (National rate 281).

In 2017, Galway had the fourth lowest ASR mortality rate nationally per 100,000 for respiratory disease at 125, Roscommon has an average rate at 137 (National rate 138) and Mayo is above average at 148 per 100,000. In 2017, Galway and Roscommon have above average ASR mortality rates per 100,000 for suicide and intentional self-harm at 12 and 13 respectively, and Mayo is just above average at 11 per 100,000 (National rate 10 per 100,000).

- i. Population of Ireland <http://www.cso.ie/en/databases/www.cso.ie>
- ii. Health Finder, COMMUNITY HEALTHCARE WEST population 2016 by Local Authority <https://finder.healthatlasireland.ie/>
- iii. Age dependency ratio 20011 and 2016. <http://www.cso.ie/en/databases/>
- iv. Ethnicity Census of Ireland 2016. <http://www.cso.ie/en/databases/>
- v. Trutz Hasse, Pratschke J, The 2016 Pobal HP Deprivation Index for Small Areas September 2017. [www.pobal.ie](http://www.pobal.ie). <https://www.pobal.ie/Publications/Documents/The%202016%20Pobal%20HP%20Deprivation%20Index%20-%20Introduction%2007.pdf>
- vi. Irish Travellers Usually Resident and Present in the State 2011 to 2016. <http://www.cso.ie/en/databases/>
- viii. Irish Travellers with a Disability and Percentage of those Disabled in relevant age group 2016. <http://www.cso.ie/en/databases/>
- ix. Population 2011 to 2016 (Number) by Sex, County and City, Census Year and Disability <http://www.cso.ie/en/databases/>

## Quality and Safety

### Improving Quality and Delivering Safe Services

#### Introduction

Community Healthcare West faced an unprecedented time in terms of quality and risk management throughout 2020 in managing our services through the COVID-19 Pandemic. We responded to these challenges by redeploying staff to testing sites, implementing virtual ways of working and finding ways to care for our staff and service users through innovation.

The following improvements and service developments were made in 2020:

#### Quality and Safety in Community

- In the first quarter of 2020, the Quality and Safety Department worked in conjunction with our colleagues in Saolta and the Clinical Nurse and Midwifery Education Department to establish the first Infection Prevention and Control service in Community Healthcare West.
- The Quality and Safety Department worked with the COVID Response Teams in each division offering Infection Prevention and Control support throughout Community Healthcare West and we extended this support to Section 38 and 39 agencies and to our colleagues in the Private Nursing Home sector.
- We enhanced Quality and Safety Oversight, Learning and improvement through reviewing incidents and in particular reviewing our management of COVID-19 outbreaks in residential facilities.
- In the fourth quarter of 2020, the Quality and Safety Department introduced a permanent Infection Prevention and Control service commencing with the recruitment of an Assistant Director of Nursing. Working in conjunction with National Community Operations, we secured funding for an additional 3 Clinical Nurse Specialists, 2 of which commenced before year end.
- Improved the reporting, management and monitoring of Category 1 incidents in Mental Health in an effort to have access to more timely information and learning.
- Worked with Clinical Governance Committees to ratify the learning identified in serious incident reviews in an effort to embed this into the service.
- Reconfigured all of the training for Quality and Safety onto an online platform to allow us to continue to deliver high quality education to our staff during the COVID Pandemic.
- Secured funding through national Community Operations for a new development post of Antimicrobial Pharmacist.
- Secured funding at year end to recruit the post of Head of Service for Quality, Safety and Service Improvement. This Head of Service will systematically implement quality, safety and service improvement strategies into

planning, implementation and quality performance of all Community Healthcare West services in a standardised manner. It will include the services of Quality, Risk, Health and Safety, Infection Control, Antimicrobial Surveillance, Complaints and Safeguarding.

#### Improved Quality and Safety capacity and capability within Community Healthcare West

- Worked with COVID Response Teams and Persons in Charge of residential facilities to issue learning bulletins and highlight up to date guidance in the ever changing environment of 2020.
- Focused on improving the Health and Safety of our employees and service users by promoting Health and Safety Workshops for Line Managers.
- Further enhanced the Community Healthcare West risk register to ensure each service has a comprehensive, action focused, risk register in place reviewed in the context of the COVID Pandemic.
- Embedded the quality and patient safety governance structures, and associated health & safety and Infection Prevention & Control structures, providing oversight and assurance of a systematic approach to learning and service improvement.
- Working in conjunction with the National Ambulance Service, Saolta and National University of Ireland, Galway, rolled out education for those staff involved in COVID-19 testing.
- Redeployed Quality and Safety staff into the roles of COVID-19 testers to respond to the significant surges.

#### Improved patient and service user engagement

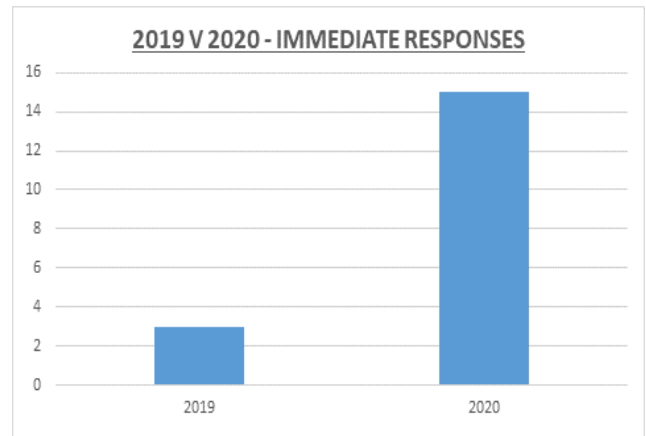
- Encouraged staff to communicate openly to service users by increasing the number of staff receiving Open Disclosure training.
- Used the learning from incident investigations in 2020 to inform service delivery.
- Supported the work being undertaken by the Area Lead for Mental Health Engagement through the Area Engagement Forum and Crisis Café Working Group.
- Supported the Complaints Manager in implementing the recommendations from the Ombudsman's report "Learning to get better".

#### Improved Occupational Health and Safety

- Improved Health & Safety Governance Structures in Community Healthcare West by ensuring each division had a Health and Safety Committee with appropriate terms of reference and biannual reports shared with Community Healthcare West Quality and Patient Safety Committee.



- Secured funding and recruited an additional Health and Safety Officer for Community Healthcare West.
- Analysed and communicated staff related incidents via Health and Safety Committees and Community Healthcare West Patient Safety Committees including key trends and learning.
- Developed an agreed structure of Safety Statements within Community Healthcare West and provided assistance to Heads of Services in completion of division specific Safety Statements.
- Improved Health and Safety awareness and communication through the use of monthly updates, learning notices and Health and Safety memos to share important information with the Community Healthcare West Management Team, Health and Safety Committees and the Community Healthcare West Quality and Patient Safety Committee.
- Continued to work with General Managers and relevant others in each division to help progress level 2 Quality Improvement Plans in their area of responsibility.
- Implemented the 2020 DGSA (Dangerous Goods Safety Advisor) contract for Community Healthcare West, collating data on a monthly basis to present to Senior Management Team.
- Improved Mandatory Training Awareness and monitored HSELand statistics to assess compliance rates and update Management team on progress.
- Supported COVID-19 response through redeployment to support key areas, development of interim guidelines and provision of advice including the Return to Work Safely Protocol.
- Provided guidance and support to the Leads in each COVID-19 Testing Sites in the development of their health and safety management system documentation.

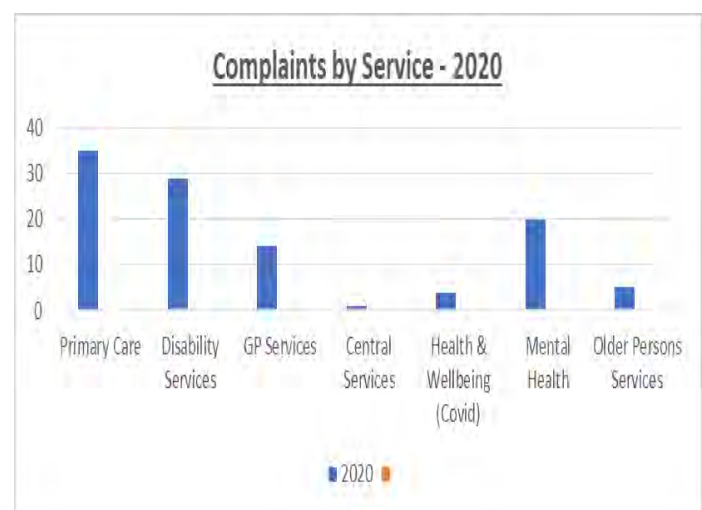


### Developments in Complaints Management 2020

- New online training modules launched on HSELand - (a) CMS Database Inputting, (b) Telephone Etiquette & Tips for Managing Unreasonable Caller Behaviour & (c) Review Officer Training.
- The Complaints Management System was introduced in all Divisions.
- A system for Quarterly Reporting to the Senior Management Team was established.
- An Audit Checklist was launched in 2020 for the Stage 2 Complaints process.
- A process for networking & sharing was introduced locally for Complaints Officers.
- Our compliance rate with the Ombudsman's report "Learning to get Better", increased from 57% to 93% during 2020.
- Our learning from feedback is included in the HSE anonymised summary Casebook which is available at: <https://www.hse.ie/eng/about/qavd/complaints/hse-complaints-casebook/>

### Improved Complaints Management

- The "YOUR SERVICE YOUR SAY" feedback process continued in 2020 despite the unprecedented pressures from COVID-19 across all HSE services. The input of service users and staff to the feedback process must be highly commended during this difficult year.
- The process was supported by 75 Complaints Officers, 22 Review officers and 23 CMS Data Inputters in Community Healthcare West.
- In 2020 there were 2 complaints referred for Stage 3 Review and 2 complaints that required a separate clinical evaluation. This compared to 4 cases referred for Stage 3 Review in 2019.
- The following Graph shows an increase in written complaints which were resolved informally in 2020:



The following Charts show comparative Data & analysis for 2020:

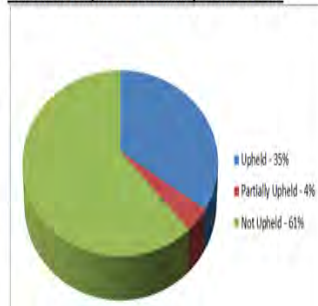
**Comparative Figures (per CHO):**

| CHO           | Written Complaint | Stage 2 Complaint | Resolved in 30 days | Number Upheld | No. of Rec's |
|---------------|-------------------|-------------------|---------------------|---------------|--------------|
| CHO 1         | 122               | 122               | 22%                 | 24            | 13           |
| CHO 2         | 141               | 106               | 71%                 | 32            | 16           |
| CHO 3         | 66                | 63                | 68%                 | 34            | 19           |
| CHO 4         | 78                | 72                | 58%                 | 24            | 9            |
| CHO 5         | 31                | 31                | 84%                 | 4             | 0            |
| CHO 6         | 29                | 29                | 10%                 | 3             | 2            |
| CHO 7         | 233               | 222               | 83%                 | 105           | 40           |
| CHO 8         | 116               | 111               | 57%                 | 65            | 27           |
| CHO 9         | 101               | 98                | 70%                 | 9             | 7            |
| <b>TOTALS</b> | <b>917</b>        | <b>854</b>        | <b>62%</b>          | <b>300</b>    | <b>133</b>   |

**Community Healthcare West (CHW) – 2019 Vs 2020**

| CHW  | Stage 2 Complaint | Resolved in 30 days | Number Upheld | No. of Rec's |
|------|-------------------|---------------------|---------------|--------------|
| 2020 | 106               | 71%                 | 32            | 16           |
| 2019 | 113               | 67%                 | 40            | 30           |

**Outcome of Complaints in Community Healthcare West**



**Compliments:**

There were 246 compliments recorded across Community Healthcare West in 2020. 61% were care related. 10% related to environmental & organisational issues. 29% related to staff.

These figures are understated as the data on compliments was not collected in many areas in 2020 due to service pressures. Also, direct service interaction was significantly reduced due to COVID.

A national process for recording this information is anticipated in the future.

Some compliments received through the Your Service Your Say process in 2020 included:

- "very professional, reassuring and friendly staff".
- "They provide a fantastic service and are a credit to the HSE".
- "thanks for the brilliant care".

## Health and Wellbeing

### Introduction

Health and wellbeing is about helping people to stay healthy and well by focusing on prevention, health promotion and improvement, reducing health inequalities and protecting people from threats to their health and wellbeing. This proved to be particularly important with the COVID pandemic, something that was not foreseen at the end of 2019 when we developed the Service Plan for 2020.

At that time, our priorities for 2020 were :

- to improve the health and wellbeing of the population by reducing the burden of chronic disease with a focus on children and at risk groups;
- Build upon Sláintecare funding and HSE structural reforms and enablers to create greater capacity within the organisation to lead and deliver upon a cross-sectoral health and wellbeing agenda
- Continue to implement the *Community Healthcare West Healthy Ireland Plan 2018-2022* and to improve levels of staff health and wellbeing

Our ability to deliver on these priorities was significantly impacted by COVID. The Head of Service became the Lead for COVID Testing in Community Healthcare West and a number of health and wellbeing staff were re-deployed to support COVID-related work.

Conscious that people in Galway, Mayo and Roscommon needed to be supported to maintain their physical and mental health and wellbeing during the pandemic, we focused on these challenges to a great extent during 2020. How we met these challenges is described below.

- **Improving the health and wellbeing of the population by reducing the burden of chronic disease with a focus on children and at risk groups;**

This priority of improving health and wellbeing of the population was delivered via:

- Local promotion of the COVID-specific Self-management Support (SMS) resource '*Minding your long-term condition during Coronavirus*'. This resource was also specifically adapted for Traveller and Roma communities. A new, printed Self-management Support resource was also developed for service users in Galway, Mayo and Roscommon - '*Tips for Self-Managing Your Health when living with a long-term condition*' and both resources are available on the SMS section of HSE.ie. Four short videos were developed to support people with long-term conditions which have been broadcast to healthcare professionals and voluntary and community partners in Community Healthcare West. We further supported healthcare professionals during the year through delivering a Presentation on Self-management Support and the

new Chronic Disease Framework to Nursing Student in Galway-Mayo Institute of Technology.

- Ongoing engagement with The Irish Heart Foundation and Croí regarding Stroke Patient Support Groups in Community Healthcare West; with Asthma Ireland and COPD Ireland regarding their Advice Lines; and with the Community Healthcare West National Lottery Grants Governance Group, focusing on applications from organisations which support self-management for long-term conditions.

- Promotion of Healthy Eating and Active Living, particularly the delivery of online sessions of the Healthy Food Made Easy (HFME) Programme, in the community, by nineteen Galway participants who had completed the Train the Trainer programme. Training was also delivered on a 'Whole Approach to Healthy Eating' to 38 Primary School Teachers in Mayo and Roscommon. All primary schools in Galway, Mayo and Roscommon were offered Physical Activity resource packs via post and 63 schools availed of this initiative which included topics such as Get Active in the Classroom, Get Your School Walking and Active Playground. Radio interviews were also given on the three local community radio stations on Promoting Physical Activity for Cocooners. In addition, a very successful booklet and 4 videos on physical activity for older people were conjointly produced in Galway by partners in Primary Care, Health and Wellbeing and Galway City and County Councils. Take up of this booklet was very high and it will prove a model for other counties.



24<sup>th</sup> November, 2020 - Keep Well during COVID-19

- In relation to mental health and wellbeing and young people, we delivered 'Minding Your Wellbeing' face-to-face training to 21 Teachers in Galway and 14 in Roscommon immediately prior to implementation of COVID restrictions. We also delivered 'Beginning Your Wellbeing Promotion Process' face-to-face training to 21 Primary School Teachers in Mayo and 13 in Galway.



Also, a two hour WebEx refresher course was delivered to 9 Teachers who were delivering the Mindout mental health programme in schools. All schools were also notified that the HSE's 'Minding Your Wellbeing' course was available to support them during COVID.

Several additional actions to promote wellbeing and mental health were also undertaken in our local communities. For example, relevant actions from the Connecting for Life programme continued to be implemented with the development of the Westbwell website; publication of a leaflet with contact numbers for local newspapers (e.g. Connacht Tribune, Mayo News and Roscommon Herald); extension of the *Flourish* Social Prescribing Project in Mayo with the recruitment of an additional staff member; commencement of the Roscommon Well-Connected Social Prescribing project under the auspices of the Roscommon LEADER Programme and promotion of public awareness campaigns.

Regarding the promotion and support of Healthy Childhood, Playground Games and Game Cards were circulated to Primary Schools in Community Healthcare West along with WHO Factsheets. A Community Mothers' Programme was set up in Roscommon in conjunction with Primary Care which has 2 part-time Co-ordinators as well as 5 volunteers having been recruited. This programme has continued using online channels.

Local press releases and social media posts issued to support National Breastfeeding Week in October and to promote online breastfeeding resources. Promotion of these online resources is ongoing. Significant challenges are being experienced in relation to the maintaining and improvement of breastfeeding continuation rates at home owing to restrictions imposed on Public Health Nursing visits during COVID. Also in relation to promoting Healthy Childhood, and in conjunction with community partners, we delivered 'Feeding your Baby' online Weaning Workshops to fifty eight mothers and babies in Galway via Zoom interactive sessions.



We were actively involved in National Men's Health Week in June whose theme was 'Restoring the Balance – be part of the Solution' encouraging men to take

ownership of their health and wellbeing. This included prerecorded Zoom meetings and panel discussions on YouTube as well as press releases and radio interviews, including how Sheds stayed connected with Sheds around the world during COVID lockdown. We also finalized a physical activity programme for Traveller Men in Galway City.



To support expansion of the Tobacco Free programme, a new Health Promotion and Improvement Officer with a Tobacco brief was recruited in June. As a result, a QUIT SmokingWest Smoking Cessation Service was launched in October, following the training of four additional Smoking Cessation Advisors. Eight radio interviews were conducted across seven local community radio stations with 33 members of the public and staff availing of the service. Follow up interviews were also given on 6 local radio stations on 'There's never been a better time to quit smoking'.



Regarding promotion of sensible alcohol use, we delivered 'Know the Score' Alcohol and Substance Misuse face-to face training to twenty one Secondary School Teachers and facilitated the Western Region Drugs and Alcohol Taskforce to support these Teachers in the future. We also facilitated community engagement workshops with sixteen participants from the Children's and Young People's Services Committee

on reducing exposure of children and young people to alcohol-related harm in Galway City which was hosted by the Galway City Alcohol Forum.

We made a significant contribution in relation to multi agency partnership working during the year in that we worked with the four Local Community Development Committees (LCDCs) and three Children’s and Young People’s Services Committees (CYPSCs) to implement projects funded under the Healthy Ireland Fund, Community Mental Health, Community Enhancement Scheme and the COVID Emergency Fund. We also participated in the Local Authorities’ COVID Community Response Forums in Galway City and County, Mayo and Roscommon, especially in relation to promoting health and wellbeing resources (*Keep Well Campaign, Minding Your Wellbeing*), COVID-related services such as testing and contact tracing and uptake of the seasonal flu vaccination programme.

We continued to participate, with our statutory, community and voluntary partners in Social Inclusion Measures Committees, sub Committee’s of the Local Economic and Community Plans, the CYPSCs’ Early Years Groups, Age Friendly Alliances and Saolta’s Healthy Ireland Committee. We also engaged in promotion and allocation of National Lottery Grant funding to support health and wellbeing activities in the context of COVID.

**Build upon Sláintecare funding and HSE structural reforms and enablers to create greater capacity within the organisation to lead and deliver upon a cross-sectoral health and wellbeing agenda**

Formal implementation of the Healthy Ireland Community Healthcare West *Healthy Ireland Plan 2018-2022* was suspended by the Implementation

Committee owing to COVID. However, several of its Action Groups re-commenced virtual meetings during the year including Healthy Eating and Active Living; Mental Health and Wellbeing, the Regional Breastfeeding Forum, Staff Health and Wellbeing and Sustainability. Actions within other Healthy Ireland themes were also undertaken e.g. Healthy Childhood, Self-management Support, Tobacco Free and Sexual Health. These initiatives were delivered in a variety of formats in response to issues emerging in the community and in line with the social restrictions prevailing at the time.

The Sláintecare-funded project *Living Well – A Programme for Adults with Long-Term Health Conditions* was delivered across Galway, Mayo and Roscommon during 2020. This is a free, community-based, group self-management programme for adults with long-term health conditions. It supports people to develop practical skills and confidence so they can manage their health condition more effectively and make changes for a healthier life. Significant work was required to change the model from face-to-face delivery to online delivery since COVID. This 6-week programme is now delivered online via Zoom in partnership with Mayo Centre for Independent Living. 146 participants completed the programme during 2020.

With the advent of COVID, the Head of Service was tasked with leading the COVID Testing Service. Towards the end of 2020, planning commenced for the re-establishment of the Healthy Ireland Implementation Group and a range of Action Groups focused on Alcohol, Healthy Childhood, Healthy Eating and Active Living, Mental Health and Wellbeing, Tobacco Free Ireland, Sexual Health, Sustainability, Staff Health and Wellbeing, Self-management Support, Positive Ageing and Making Every Contact Count.





Each Local Community Development Committee has a Healthy County/ City sub Group all of which are meeting regularly online and progressing actions within POBAL's Healthy Ireland Fund e.g. Healthy Food Made Easy, Physical Activity in the community, Social Prescribing, Sexual Health, Mental Health and Wellbeing and Tobacco-Free – Not Around Me. Several of these actions have been modified to take account of COVID restrictions.

➤ **Continue to implement the Community Healthcare West Healthy Ireland Plan 2018-2022 and to improve levels of staff health and wellbeing**

During the year, staff health and wellbeing became a critical priority during COVID as many staff were working in very high stress environments or became ill with COVID, or had to restrict their movements owing to becoming close contacts. A wide range of initiatives were put in place in order to support staff to care for their physical and mental wellbeing. These included:



As part of Women's Health Awareness Month, 3 videos were produced by Community Healthcare West on Breast Cancer, Menopause and Pelvic Health. In addition, promotion of bone health to staff was undertaken through the development of 3 YouTube videos on Osteoporosis Risk, Identification, Prevention and treatment, Calcium and Vitamin D in the diet for Better Bone health and Strength and Weight Bearing Exercises for Better Bone Health.

Prior to COVID, 105 teams across Galway, Mayo and Roscommon participated in the Staff Step Challenge. Also, the 'MoveMore@Work programme to promote physical activity and reduce sedentary work practices was established in 3 pilot sites with 7 champions trained. This programme was suspended after 5 weeks due to COVID and was followed by local recording of 3 YouTube videos on Desk-Based exercise for staff.

An online Stress Control Programme for staff was delivered in June and November and we continued to promote the 'Minding Your Wellbeing' online programme to staff.

A Staff Health and Wellbeing Guide (in a COVID environment) was finalized towards year end.

€120,000 was received for local staff health and wellbeing initiatives, the implementation of which was

co-ordinated by the Regional Staff Health and Wellbeing Committee. These initiatives were aimed at improving the working environment for staff and included provision of outdoor seating, covered picnic areas and gazebos, enhancement of staff kitchens, development and enhancement of green spaces and provision of Standing Desks and Fatigue Sit and Stand mats in diverse locations e.g. Inis Mór, Ballinasloe, Belmullet, Ballina, Roscommon town and Castlerea.

As part of Tobacco Free Ireland, free Nicotine Replacement Therapy was promoted to all staff from October onwards. 15 staff in Community Healthcare West and Saolta Hospital sites availed of this and an associated Smoking Cessation Service provided by QUIT Smoking West.



4<sup>th</sup> November, 2020 - Breda Crehan-Roche, Chief Officer receiving her Flu vaccine

The Flu Lead post was filled in September and led the Flu Vaccination programme throughout the last quarter of the year. Five Flu Peer vaccinators were recruited and additional Flu Clinics were organized in Galway, Mayo and Roscommon on a continuous basis. Staff uptake of the vaccine in long-term residential facilities increased to 65% in comparison to 56% in the same period last year.

## Financial Governance

Community Healthcare West reports on its financial performance under the following Care groups:

1. Primary Care
2. Disability Services
3. Older Persons Services
4. Mental Health
5. Health & Wellbeing
6. Community Health Organisation HQ

During 2020 there was considerable additional expenditure due to the COVID-19 crisis. Costs were incurred in our 3 Test Centres, the incremental costs associated with COVID-19 protection measures and maintaining core services during the year.

The 2020 Expenditure Report for COMMUNITY HEALTHCARE WEST is as follows:

| Community Healthcare West            | 2020                       | 2019                       |
|--------------------------------------|----------------------------|----------------------------|
|                                      | <i>€'000's expenditure</i> | <i>€'000's expenditure</i> |
| Primary Care                         | 118,422                    | 112,861                    |
| Disability                           | 199,103                    | 187,581                    |
| Older Person Services                | 85,980                     | 86,289                     |
| Mental Health                        | 121,336                    | 117,574                    |
| Health & Wellbeing                   | 984                        | 0                          |
| CHO HQ's & Community Services        | 681                        | 812                        |
| <i>Total excl Demand led Schemes</i> | <i>526,506</i>             | <i>505,116</i>             |
| Local Demand led Schemes             | 22,334                     | 23,155                     |
| COVID-19 Expenditure                 | 14,884                     | 0                          |
| <i>Total incl Demand led Schemes</i> | <i>563,724</i>             | <i>528,271</i>             |

**Primary Care** expenditure in 2020 increased by €5.6m over 2019 level of Expenditure.

The increase in expenditure arose from service developments especially Palliative Care/ Hospice Services in Mayo & Galway. The provision of GP Services in rural and island locations also contributed to cost increases.

Income collected was below target due to scaled down activities as a result of COVID-19 Restrictions.

**Disability Services** increased expenditure on new residential and home support services.

**Older Persons Services** (excluding COVID-19) expenditure was slightly reduced versus 2019. This is attributable to the effect of COVID-19 restrictions on Home Support and Day services delivery.

**Mental Health services** costs increased by €3.8m due to service developments and Pay awards.

**Grants allocated from Community Healthcare West in 2020** The HSE is legally entitled to enter into contractual arrangements for the provision of Health and Social Care with third parties. These are known as Section 38 and 39 Service Arrangements and Grant Aid Agreements. In Community Healthcare West these arrangements are a lynchpin of our overall service provision. We are fortunate in Galway, Mayo &

Roscommon to have a long history and tradition of 'Voluntary' groups providing Residential, Day & Respite care to the most vulnerable in our Community. We seek to build on that base every year by providing funds to those who, in our view, have the necessary expertise to deliver the service.

In 2020, we provided more than €238.8m to service providers i.e. 42.4% of our financial allocation for the year. This is an increase of €24.3m (10%) over 2019.

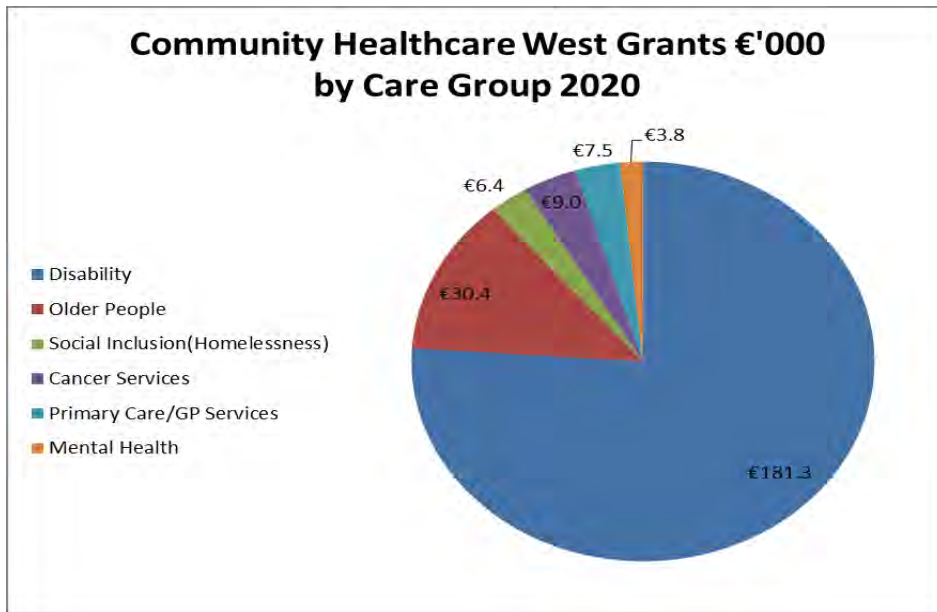
The majority of Grants allocated during 2020 were to the Disability Sector – this accounted for €181.3m or 76% of our total commitment to grants. The balance went to support services regarding Older People, Homelessness (Social Inclusion), Cancer care, GP Services and Mental Health Services.

### Milestones 2020

Significant Funding was provided for COVID-19 Support Costs and protective measures in all areas.

Continuation of active participation in the Finance Reform Programme via the rollout of the Consolidated Financial information (CFI) system and preparation for the introduction of the National Integrated Financial and procurement IT system.





| Category                        | Amount Expended |
|---------------------------------|-----------------|
| Disability                      | €181.3m         |
| Older People                    | €30.4m          |
| Social Inclusion (Homelessness) | €6.4m           |
| Cancer Services                 | €9.0m           |
| Primary Care/GP Services        | €7.9m           |
| Mental Health                   | €3.7m           |
| Other                           | €0.1m           |
| <b>Total</b>                    | <b>€238.8m</b>  |
| Section 38                      | €82.9m          |
| Section 39                      | €155.5m         |
| National Lottery 2019           | €0.4m           |

## Human Resources

### Introduction

Throughout 2020 the Human Resource function continued to build on progress to deliver on Human Resource priorities. The priorities were developed in recognition of the vital role the workforce plays in delivering safer better healthcare every day to an increasing and changing population. We continued to guide all organisational people services and Human Resource activity with the emphasis on Leadership, Talent and Capability enabling people and culture change. The Human Resource priorities are positioned to “build a resilient workforce that is supported and enabled to deliver the Sláintecare vision.” This included a dedicated focus on developing knowledge and expertise in workforce planning, enhancing leadership and accountability and building organisational capacity.

### Recruitment

Community Healthcare West Recruitment function which became operational in January 2019, resulted in a small but dedicated resource which reacts to service pressures which strengthens our position to have the right people in the right place, in as timely a manner while adhering to Recruitment Code of Practice.

In 2020 every effort was made to fill vacant front line posts to support the services pressures as a result of COVID – 19 pandemic, including the allocation of 62 Student Nurses and 26 Graduate Nurses to our residential care facilities.

In September 2020 we started to increase our recruitment capacity so as to support the implementation of Winter Plan 2021 initiatives. By December 2020 our capacity had increased from a staffing complement of three to six. Siobhan Moran, Head of Human Resources joined the National Human Resource Recruitment Taskforce which will also ensure that Community Healthcare West is represented and inputs directly into any decision making at National level.

### Enhanced Nurse Contracts

**Implementation of HSE HR Circular 022/2019 – Nursing and Midwifery** - the Enhanced Nurse / Midwife Practice Contract activated the new role of Enhanced Nurse / Midwife Practice, and to give effect to the revision of the new entrant measure for nurses/midwives as recommended in the recent Labour Court Recommendations LCR 21900, 21901, 21941 and 21942.

The following table outlines the numbers of applications and contracts issued in 2020:

| CH West Enhanced Nurse Contracts | Applications received | Applications approved by DoN | Applications approved by HR | Contracts issued | Contracts returned to HR |
|----------------------------------|-----------------------|------------------------------|-----------------------------|------------------|--------------------------|
| <b>Mayo</b>                      |                       |                              |                             |                  |                          |
| Enhanced Staff Nurse             | 81                    | 81                           | 81                          | 81               | 73                       |
| Enhanced Senior Staff Nurse      | 107                   | 107                          | 107                         | 107              | 97                       |
| <b>Galway</b>                    |                       |                              |                             |                  |                          |
| Enhanced Staff Nurse             | 121                   | 121                          | 121                         | 104              | 88                       |
| Enhanced Senior Staff Nurse      | 75                    | 74                           | 74                          | 70               | 70                       |
| <b>Roscommon</b>                 |                       |                              |                             |                  |                          |
| Enhanced Staff Nurse             | 44                    | 44                           | 44                          | 44               | 40                       |
| Enhanced Senior Staff Nurse      | 27                    | 27                           | 27                          | 27               | 27                       |
| <b>Total</b>                     | <b>455</b>            | <b>454</b>                   | <b>454</b>                  | <b>433</b>       | <b>395</b>               |

### Pay and Numbers Strategy 2020

The workforce position government policy on public service numbers and costs focused on ensuring that the health workforce operates within the pay budgets available. Community Healthcare West manages a WTE of 5,690 (December 2020 figure incl S38 Organisations) A detailed breakdown is provided in Appendix 2. Stringent vacancy management controls and monitoring took place each month to monitor compliance with allocated pay and affordability limits while also ensuring that COVID – 19 WTE’s were monitored and reported accordingly.

### Leadership and Culture

Community Healthcare West Human Resource Management Team are committed to improving our managers skills and knowledge in dealing with people management issues and fostering a learning and development culture. While one HR Training Clinic covering Trust in Care, Attendance Management and Grievance Procedure was facilitated in January 2020, this was the only face to face training permitted due to Public Health restrictions. To change the model from interactive face to face learning, which also supported relationship building, to completely online training has been a challenge to both facilitators and participants. The catalogue of training resources available online (HSELand) has increased significantly in response to the pandemic and Community Healthcare West has supported this by promoting the training and engaging proactively with Learning Education Training Development on content and further development of programmes to support our managers.

The locally designed and developed Succession Development Programme for Clerical Administration Grades 5-7 to address a gap in our succession planning commenced in January 2020 with a number of modules facilitated prior to pandemic. The programme was placed on hold for a number of months and recommenced in December 2020.



### Network and Partner

Community Healthcare West Joint Union Management Forum met twice in 2020, the forum has developed positive working relations with our trade union partners. We have worked in partnership on many issues in 2020 including the identification and arrangements for the appointment of COVID Lead Workers.

### Employee Relations

Human Resource Managers have provided support and guidance on dealing with both informal and formal Employees Relations processes including:

- The operation of HSE HR Policies and procedures i.e. Dignity at Work, Grievance and Disciplinary Procedures and Trust in Care.
- The processing of Stage 3 Grievances.
- Providing proactive assistance to line managers in informal counselling to resolve performance and relationship issues.
- Prepare submissions and represent the HSE at relevant Workplace Relations Commission hearings including mediation, conciliation, adjudication and Labour Court Hearing

# Services Delivered in Community Healthcare West



## Primary Care

### Introduction

Primary Care Services are often the first point of contact that people will have with the health service. It is the appropriate setting to meet up to 95% of health and social care needs. Primary Care Services include Primary Care Teams, Community Healthcare Networks and the services therein, General Practice, Community Schemes, Palliative Care and Social Inclusion.

The development of Primary Care Services during 2020 is reflective of recommendations outlined in the Slaintecare Implementation Plan, Community Healthcare West Primary Care Strategy (2019-2021) and the Community Healthcare West Operational Plan 2020. Whilst Primary Care service delivery was impacted as a result of the COVID-19 pandemic, services continued to be developed and delivered.

### 2020 Priorities, achievements and challenges:

#### ➤ Improved access to Primary Care Services in the Community Healthcare West Learning Site

Nine Community Healthcare Networks (CHN) were identified across Community Healthcare West, five in Galway, which includes the first Community Healthcare West Learning Site in Tuam, three in Mayo and one in Roscommon.

#### ➤ Provision of additional Paediatric Homecare Packages

The delivery of home nursing care to children with complex health needs continued throughout 2020 in line with the National Framework. The Paediatric Homecare Packages Governance Group was established during 2020. The governance structures in place manage the delivery of home nursing care to children with complex health needs, as well as identifying and managing risks.

#### ➤ Refocus Community Intervention Teams (CIT) services to ensure hospital avoidance and early discharge as appropriate

The Community Intervention Team in Galway/Roscommon operates a service where

approximately thirty patients are seen daily by CIT Nurses. Since January 2020 there was an average of nine hundred monthly referrals with one thousand patient visits. Since February 2020, CIT also operate daily Wound Care Clinics in Shantalla Health Centre, Tuam Primary Care Centre and Athenry/Clarenbridge area. Clinics have a capacity to treat forty patients per week. Average monthly GP referrals for hospital avoidance measures is approximately five hundred and fifty.

#### ➤ Develop Radiology Strategy

A Direct GP access Ultrasound service commenced in Q4 2020. Planning continues for the expansion of diagnostic services in 2021.

#### ➤ Deliver Primary Care Centres in line with the Capital Plan

Development of the Ballyhaunis Primary Care Centre was deferred due to COVID-19 - target completion is now Q3 2021.

#### ➤ Continue developing chronic disease programmes in line with Slaintecare

The Chronic Disease Local Implementation Group continued to hold quarterly meetings during 2020. Integrated care nurses and Allied Health Professionals for heart failure, diabetes, respiratory care and the Patient Self Management Coordinator utilised the HSE approved virtual platform Attend Anywhere to deliver consultations and on-line courses to support patients with chronic conditions who are cocooning at home.

#### ➤ Work with key stakeholders in the delivery of projects for refugees under the Asylum and Migrant Integration Fund (AMIF)

Health related supports continued to be delivered to refugees throughout the pandemic.

#### ➤ Child Health Developments in Primary Care

Public Health Nursing Departments moved from a Tier 1 Child Health Development Model to Tier 2 Model, whereby Senior Medical Officers are now only required to review babies referred to them from the Public Health Nursing Universal Service in Roscommon. This project was completed in Q4 2020.



*New Cardiology Services rolled out to Primary Care Centres in Galway and Roscommon as part of Slaintecare*



➤ **Community Heart Failure Management in East Galway**

This Slaintecare Project aligned to Galway University Hospital continued to support patients in the management of their condition throughout 2020. This was achieved through structured education, self-management supports and guideline-directed medical therapy. Attend Anywhere was utilised as well as domiciliary visits and face-to-face nurse-led clinics in six Primary Care Centres across Galway. There were a total of three hundred and ninety-four face-to-face visits for Priority 1 patients during 2020.

➤ **Structured Exercise Programme for people with Diabetes in Galway**

This Slaintecare project was developed by Galway Primary Care. The service implemented a structured exercise programme for people with Diabetes in Galway City and County. While delayed due to COVID, the service commenced delivery, via Attend Anywhere in Q1 2021.

➤ **Osteoarthritis Knee Pathway Programme**

This Slaintecare Project, managed by the Physiotherapy Department in Roscommon, is a part-time Physiotherapy resource. It targets people with osteoarthritis knees, providing them with speedier access to services. As a result of the pandemic, this programme was delivered via online platform Attend Anywhere rather than face-to-face. The programme has resulted in a 6% reduction in the Orthopaedic waiting list.

➤ **Diabetes End to End Model of Care**

This Slaintecare Project, in conjunction with Galway University Hospital, was paused early in 2020, it recommenced Q3 2020 with a Clinical Nurse Specialist, Senior Dietitian and Senior Podiatrist providing services in the Tuam Community Healthcare Network Learning Site.

➤ **Enhanced Community Care (ECC)**

Government policy on healthcare reform as outlined in the Slaintecare Report, sets out the need to develop community services using evidence based Clinical Care Models and ensure integration of services across acute and community settings.

The key principles of Enhanced Community Care include expanding and strengthening Community Healthcare Networks and providing health and social care services in Networks (a Network serves approximately 50,000 people) across Community Healthcare West.

Community Healthcare West commenced engagement with the Saolta University Healthcare Group in Q4 2020 to develop a Joint Implementation Group for Enhanced Community Care. Planning for recruitment of posts and accommodation requirement commenced Q4 2020.

➤ **Development of two Integrated Care Programme Specialist Team Hubs; Chronic Disease and Older People**

Enhanced Community Care will see the development of Specialist Ambulatory Care Hubs (Older People and Chronic Disease) across Community Healthcare West. The Hubs will provide the structure within which, integrated services can be further expanded and strengthened in the Community. It aims to provide a more streamlined care pathway for service users and carers by providing a single point of access and co-ordination.

Existing Community Healthcare Network Teams together with the Community Specialist Teams (Integrated Care Programme for Older People and Chronic Disease) will provide a framework for reducing unnecessary hospital admissions, supporting early discharge and bringing care closer to peoples' homes. In late 2020, as part of Phase 1 of the National Enhanced Community Care Programme, two Specialist Ambulatory Care Hubs were agreed for location 1) Galway City and 2) Ballinasloe. Recruitment of the required posts and identification of appropriate accommodation for the Hubs, commenced Q4 2020.

➤ **Primary Care Services response to the COVID-19 pandemic in 2020**



Primary Care staff across Community Healthcare West played a significant part in the response to the pandemic. Staff from all disciplines were redeployed to respond to COVID-19 service challenges arising.

In collaboration with many others, Primary Care established and delivered services in three drive-through Test Centres: MacHale Park in Mayo, Galway Airport and Castlerea, Roscommon.

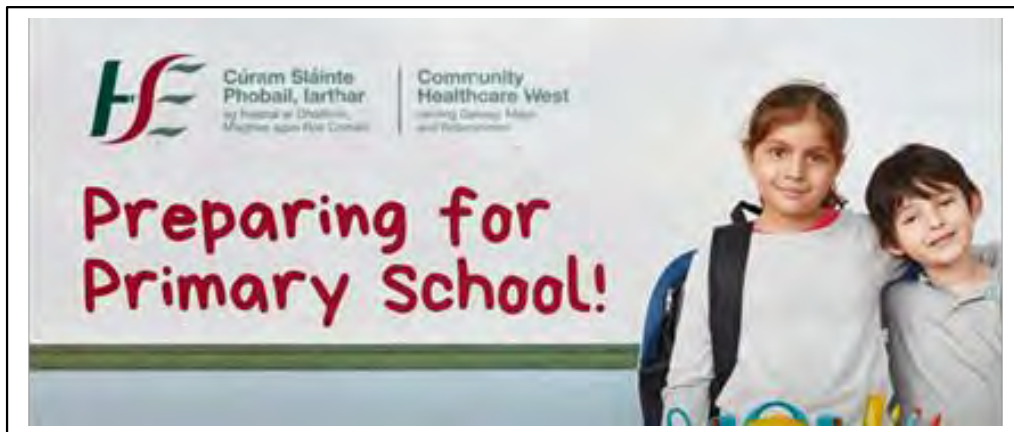




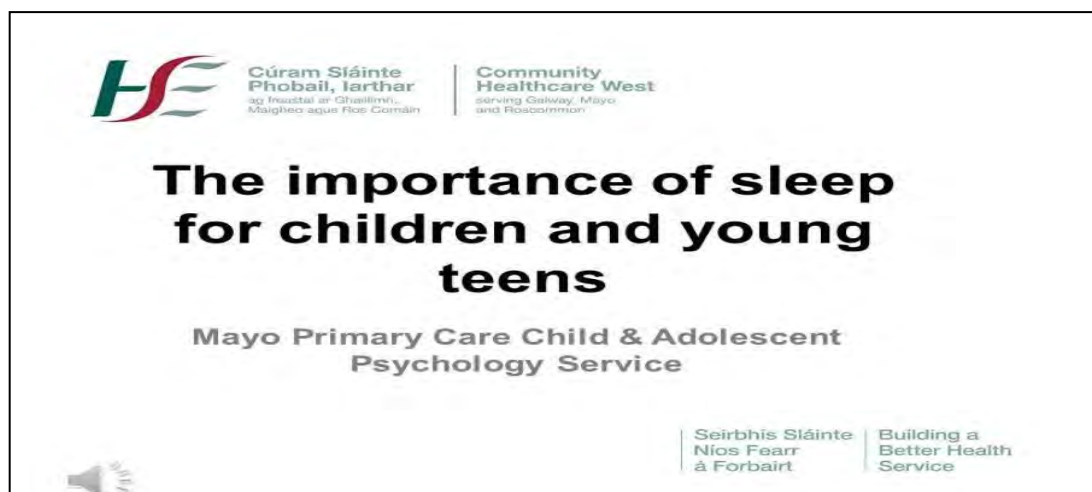
In December 2020 Primary Care staff, in collaboration with others, commenced delivery of the COVID-19 vaccine in Public and Private Residential Care Facilities across the Region.

Similar to our colleagues in other services across Community Healthcare West, Primary Care Centres, Health Centres and all ancillary accommodation was upgraded in line with COVID-19 Infection Prevention and Control guidelines and the national Work Safely Protocol.

Primary Care established and delivered services in Community Assessment Hubs which were opened to support people that had tested positive for COVID-19 closer to home and therefore relieve pressure on the Acute sector.



The HSE Primary Care Occupational Therapy Department in Galway launched a new initiative aimed at guiding children in their transition to both primary and secondary school. Occupational Therapists created a series of online workshops for children and young people which are available to view on [YouTube.com](https://www.youtube.com) (search for 'Community Healthcare West') and include themes such as how to organise yourself at home and at school, how to tie your shoe laces and how to make new friends.



A parent information talk on the importance of sleep for children and young teens by Mayo Primary Care Child and Adolescent Psychology Service. The information in this talk is relevant for parents and caregivers of pre-school and school-age children as well as young teenagers.

## Social Inclusion

### Introduction

Social Inclusion services focus on working with all key stakeholders to ensure improved access to appropriate health services for socially disadvantaged service users. We provide advice, support and clinical services as appropriate to persons who are homeless, refugees, asylum seekers and members of the Traveller and Roma community.

### 2020 Priorities, achievements and challenges:

- **Improve health outcomes for socially excluded groups**  
While the delivery of projects was impacted as a result of the pandemic, our services continued to work closely with socially excluded groups to ensure health-related issues continued to be addressed. Throughout 2020, our Community Workers engaged with Social Inclusion groups to ensure that all relevant information related to COVID-19 was made available.
- **Develop Drug Support Programmes along with Mental Health Services for co-occurring substance misuse concerns among at risk groups**  
This Initiative did not progress in 2020, it is anticipated that the Western Regional Drugs Task Force Family Coordinator will develop these programmes in conjunction with Mental Health Services, once in post. Interviews for this post were completed in April 2021.
- **Implement the recommendations of HSE Intercultural Strategy 2018-2023**  
Implementation of the recommendations were delayed in 2020. Work has begun to ensure that programmes are developed to support the implementation of the recommendations in 2021.
- **Promote Traveller and Roma Health Programmes – multimedia resource for Traveller community**  
We recognise the importance of the development of this multimedia resource in order to provide a better knowledge of available healthcare supports to our travellers and Roma community. Work has begun to ensure that this resource is developed in 2021.

## Palliative Care

### Introduction

Palliative Care is an approach that improves the quality of life of people facing life-limiting illness and supports their families. The Palliative Care services in Community Healthcare West are provided by the HSE alongside Galway Hospice, The Mayo/Roscommon Hospice Foundation and the Saolta University Health Care Group. The scope of Palliative Care services includes cancer-related diseases and non-malignant chronic illness.

The aim of our Palliative Care service is to enhance quality of life and, where possible, to positively influence the course of illness. Palliative Care also extends support to families to help them cope with their family members illness and their own experience of grief and loss.

### 2020 Priorities, achievements and challenges:

#### The challenges experienced in 2020 as a result of the COVID-19 pandemic impacted on the development of some services.

- **Mayo Hospice Unit becoming fully operational, accepting its first clients in 2020**  
The delivery of this service was impacted and the acceptance of its first clients delayed in 2020. The new fourteen bed facility accepted its first referrals in Q1 2021.  
With the opening of the Hospice in Mayo, two new Consultants were employed in 2020. The availability of a Consultant to the Community Team resulted in referrals being accepted from symptomatic patients and consultation being possible for the Clinical Nurse Specialists during their daily tasks.
- **Continue to implement model of care for adults and paediatric palliative care services:**  
The Mayo Palliative Homecare Team provide Palliative Care to community patients, both adult and children, and their families in County Mayo (including two offshore islands).  
This includes services to four District Hospitals (Belmullet District, Ballina District, Swinford District and the Sacred Heart Home Castlebar), three Community Nursing Units (St Fionnans Achill, Dalton Claremorris, McBride Westport and sixteen private Nursing Homes).  
The service receives referrals from consultants within Galway, Mayo and Sligo Saolta hospital group and from all GPs in County Mayo.  
Throughout 2020, we continued to provide a seven day service each week, with two Clinical Nurse Specialists covering every weekend.
- **Continue to explore with voluntary partners ways of providing sustainable services in the future:**  
Throughout 2020 we continued to work closely with Mayo Roscommon Hospice, the Irish Hospice Foundation and the Irish Cancer Society in the provision of Palliative Care services.  
  
The following services were provided:
  - Night Nursing provided by the Irish Cancer Society for malignant patients (fourteen nights)
  - Night Nursing provided by the Irish Hospice Foundation for non-malignant (ten nights).



## Older People Services

### Introduction

Older People Services is responsible for the delivery of Health and Social Care services across Community Healthcare West within Public Community Nursing Unit's (CNU), District Hospitals and in the community.

With the arrival of the COVID-19 Pandemic in February 2020 the focus for Older Peoples Services transferred to COVID-19 response and the health and safety of older people living in Community Healthcare West.

### Strategic COVID-19 Pandemic Response:

A COVID Response Team (CRT) was established to assist in tackling outbreaks that may occur in Private Residential Care Facilities, CNU's and District Hospitals within Community Healthcare West. The Multidisciplinary team met on a weekly basis to review and support Residential Care facilities experiencing a COVID-19 outbreak and developed strategic plans to assist facilities in the prevention of outbreaks.

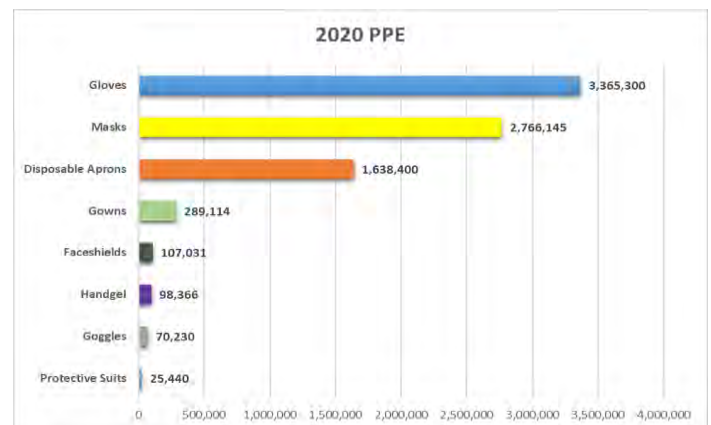


COVID Response Team, Community Healthcare West

In addition, an Outbreak Control Team (OCT) was established by Public Health to support Community Nursing Units, District Hospitals and Private Residential Care Facilities where and when an outbreak occurred. The OCT was initiated on the announcement of an outbreak and the frequency of the meetings was determined by the Specialist in Public Health based on testing results and the impact on each facility. The attendance included Specialist in Public Health, Head of Service for Older People Services, COVID-19 Director of Nursing, Community Healthcare West Private Nursing Support Lead, Consultant Geriatrician, Infection Prevention Control Specialist Nurses, OPS Business

Manager, Environment Health Officer as required and representatives from the Private and HSE Residential Care Facility affected by the outbreak. In addition to providing support the team liaised with Private Residential Care Facilities to ensure enhanced infection prevention and control measures were put in place to protect residents and staff and outbreak preparedness plans regarding Personal Protective Equipment (PPE) to ensure safe service provision were established.

### Personal Protective Equipment (PPE) for Private Residential Care Facilities:



The table above demonstrates the quantity of Personal Protective Equipment supplied to 66 Private Residential Care Facilities in 2020 across Community Healthcare West.



The HSE provided Personal Protective Equipment (PPE) to all sixty six Private Residential Care Facilities across Community Healthcare West. During 2020, the HSE provided in excess of eight million items comprising Gloves, Masks and Disposable Aprons to private care facilities. In addition items such as gowns, face shields, hand gel, goggles and protective suits were also made available.

### Oxygen Initiative for Private Residential Care Facilities:

As part of Older People Services COVID-19 Strategic Response Plan an 'Oxygen Initiative' was established. Protocols were developed for the ordering of Oxygen and the HSE front-loaded 66 Private Residential Care Facilities with over 248 Oxygen Cylinders. This measure was taken to ensure that an emergency supply of Oxygen was available if required. In addition, Concentrators, Regulators and Trollies were also supplied to a significant number of Private Residential Care Facilities.

### Service Provision:

While a number of services were required to close due to the COVID-19 Pandemic or reorient the way they operated, many organisations funded by the HSE continued to operate throughout the year. In 2020, over 38 funded organisations delivered 152,826 meals to 1292 older people living within the Region. An increased demand was noted due to the closure of Day Care facilities, many providers began providing Meals on Wheels to clients that would have normally attended their service.

### Residential Care:

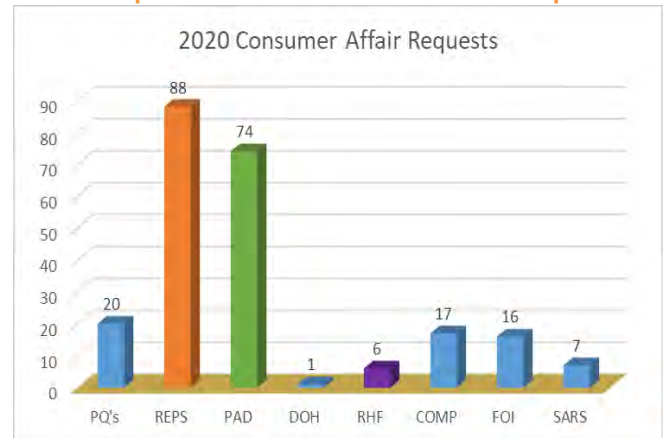
The following table outlines the number of Residential Care beds available within the CHO during 2020. Due to the COVID-19 Pandemic all *Respite* and *Convalescence* services were suspended.

|              | Long Stay Beds | Respite beds | Palliative Beds | Convalescence Beds | Rehab Beds | Total Bed allocation |
|--------------|----------------|--------------|-----------------|--------------------|------------|----------------------|
| Galway       | 239            | 15           | 4               | 29                 | 0          | 287                  |
| Mayo         | 211            | 6            | 8               | 108                | 31         | 364                  |
| Roscommon    | 133            | 7            | 1               | 0                  | 8          | 149                  |
| <b>Total</b> | <b>583</b>     | <b>28</b>    | <b>13</b>       | <b>137</b>         | <b>39</b>  | <b>800</b>           |

### Grant Aid Applications & National Lottery Funding Scheme:

Older People Services, Community Healthcare West funded a number of organisations within the community to provide services specifically tailored to meet older people needs. Services range from Meals on Wheels, to Day Services. Funding is also granted to Active Retirement Groups and community groups that support older people to live safely in their homes. In 2020 fifty seven community organisations were granted a total of €1,358,000. In addition, €98,976 was granted to forty six community organisations as part of the National Lottery Grant Scheme.

### Older Peoples Services Consumer Affairs Requests:



Older Peoples Services – Consumer Affair Requests

Two hundred and twenty nine requests for information were received and answered in 2020. Of this figure, one hundred and ninety eight were political representations made by Deputies, Senators and Councillors. Seventeen complaints were received, sixteen Freedom of Information requests and seven Subject Access Requests.

### Slaintecare Integration Fund (SIF) Project:

Older People Services, in conjunction with their Project Partner, Saolta University Healthcare Group, developed and piloted phase one of an Integrated Care Programme for Older Persons (ICPOP), this service reform initiative was funded by the Slaintecare Integration Fund. The main goal of the project was to provide comprehensive geriatric assessments and care to Older People closer to their home and minimize hospital admission. This is achieved through the establishment of integrated care pathways between the Ambulatory Care Hub and the community with a particular focus on developing Falls, Frailty and Memory pathways. This will improve community access to specialist geriatric services including diagnostics and multidisciplinary assessment as well as Rehabilitation and Care planning.



September 2020 - One for All Gift Cards presented to staff in Belmullet District Hospital from 'Ireland Thanks You' Keoghs Crisps

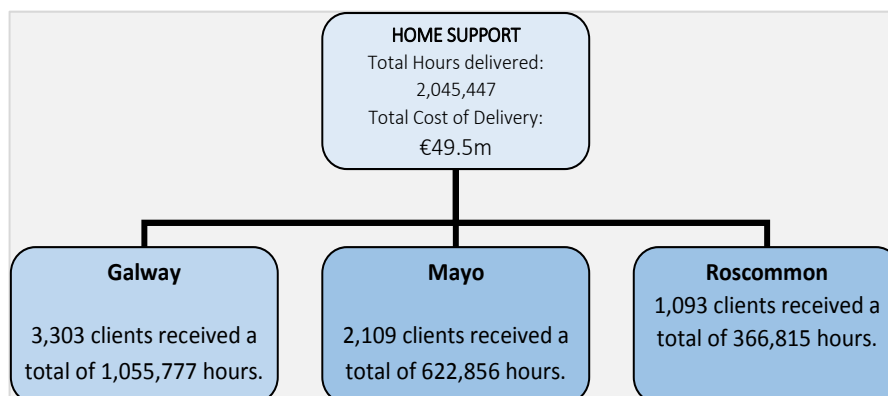
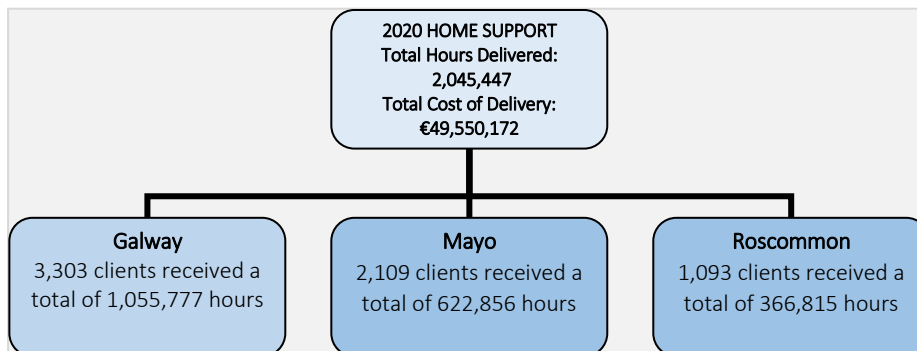




14<sup>th</sup> May, 2020 – Staff at Plunkett Community Nursing Unit, Boyle, Co. Roscommon

**Home Support:**

Both the HSE and funded Providers continued to provide Home Support to clients throughout 2020 with the following breakdown of hours delivered:





## Disability Services

### Introduction

Disability Services provides and funds a range of services that support and maintain people with disabilities to live in their own home or community and promote their independence and lifestyle choices in as far as possible.

The COVID pandemic saw the temporary interruption to the delivery of many Disability Services across the region from March 2020 onwards.

An unprecedented public health crisis, the still ongoing global COVID pandemic, will define the year 2020 as a year like no other in modern times. Coping with COVID-19 in Disability Services proved challenging.



*Clare O'Dowd, Director of Operations, Western Care Association, Castlebar, Co. Mayo taking part in one of our 'Thank You' videos*

As part of our strategy to deliver services in a COVID environment, web based online platforms such as Telehealth "Attend Anywhere" and WebEx were introduced.

Staff were given access to the "Attend Anywhere" platform to enable remote access to supports for people with disabilities that otherwise would have limited and restricted access to services due to the pandemic. The Attend Anywhere option ensured continuity of access to critical supports for children and families, particularly at times when restrictions were at their greatest. Furthermore, it reduced travel and lost time from work and school for parents and families as well as increasing access to services and choice for families.

Telehealth also provided solutions to the challenges brought by the pandemic in Adult Day Services by facilitating the profiling of School Leavers through "Attend Anywhere". In addition many Adult Day Service attendees were also able to access and benefit from remote learning modules safely at home through WebEx.

The pandemic increased the importance of Personal Assistant (PA) and Home Support services to people with disabilities in assisting them to live independently and safely within their homes and communities. For many people access to PA supports/Home supports proved to be

a very valuable alternative at a time when they were unable to receive their normal service due to COVID.

Disability Services welcomed the appointment of an Assistant Director of Nursing and a Clinical Nurse Specialist to a new Community Infection Prevention and Anti-Microbial Stewardship Team in November 2020. Working closely with the COVID Response Team established in March 2020, they have provided Infection Prevention and Control supports and expertise to Disability Services across the Region.

### 2020 Priorities, achievements and challenges:

- Further application of the Disability Act 2005 through the new Standard Operating Procedure for Assessment of Needs which was put in place effective from 1<sup>st</sup> February 2020.
- The introduction of a special scheme to complete any overdue Assessment of Needs under the old Standard Operating Procedure.
- Further implementation of Time to Move on from Congregated Settings – we continued to work with our community partners, Mayo County Council and approved Housing Body, Sophia Housing to develop plans to deliver a number of community homes under the Capital Assistance Scheme. As a result there are two projects in development with Sophia Housing for completion during 2021 as well as 3 other houses under construction through HSE Estates.
- The appointment of Network Managers to Children's Disability Networks across the Region commenced in 2020.



The HSE is the lead agency for seven of the nine Networks established with Brothers of Charity Services Ireland and Enable Ireland taking on the lead agency role in the other two Networks. Reconfiguration of the Galway Roscommon ASD Services continued in line with Progressing Disability Services (PDS) policy. Plans progressed for full implementation of PDS and full re-configuration of our teams by Quarter 2 2021.

- Disability Services maintained the same level of high quality and safe residential care to persons with disabilities across Community Healthcare West during the COVID pandemic in line with public health guidance.

- All young people leaving school or rehabilitative training in line with the New Directions model of service were supported. This included the profiling of all School Leavers and analysis of profiling data to inform funding levels. COVID resulted in the closure of Day Services in March with the reopening of services in August following public health guidance enabling the phased return of attendees safely to these services thereafter.
- Personal Assistant (PA) and Home Support services were provided to over 1,500 people with disabilities across the Region, in line with Public Health guidance.
- In compliance with all public health guidelines

Disability Services provided a high quality and safe emergency respite service to those most in need when and where possible throughout the year.

- Twenty one Disability Service Project applications were funded via the Community Healthcare West National Lottery Grant campaign.
- Disability Services supported the implementation of Safeguarding Vulnerable Persons at Risk of Abuse – National Policy and Procedures (2014) across all services pending implementation of the new policy.

**Reconfiguration**

- In line with national policy Network teams be realigned co-terminus with Primary care Networks
- The GRASD service is in the process of being reconfigured across primary care and disability networks

Transition the Children Disability Network Service - FULL PRESENTATION September 2020

*Due to COVID-19 restrictions, Community Healthcare West Strategic Governance Group produced a webinar re the rollout of Progressing Disability Services for Children & Young People (PDS Programme)*

**Children's Disability Services – why change?**

- ❑ Historically, children's disability services have developed in different way's across the country
- ❑ Significant gaps & inequities in access to services – some children receiving excellent services & others receiving little/none
- ❑ Lack of clarity for parents & referrers
- ❑ Mainstream schools have varied access to Clinical services, per service providers' access criteria in that area
- ❑ Some service providers are patrons of some special schools & provide Clinical supports

Transition the Children Disability Network Service - FULL PRESENTATION September 2020

## Mental Health

### Introduction

One definition of Mental Health describes how we think and feel about ourselves and our relationship to others, how we interpret events in everyday life and our ability to cope with change, transition and significant life events. A strategic goal for mental health services is to promote the mental health of our population including reducing the loss of life by suicide and to support those seeking recovery from mental health challenges in collaboration with other services and agencies. The strategic development of our services is informed by our national mental health policy *Sharing the Vision: A Mental Health Policy for Everyone and Connecting for Life: Ireland's National Strategy to Reduce Suicide 2015-2024*.

Mental Health Services experienced unprecedented challenges throughout 2020 in managing service provision to one of the most vulnerable groups within our society. Thanks to the hard work and dedication of our staff we were able to develop new methods of engagement with our service users through the implementation of online platforms and the use of telehealth technologies such as Attend Anywhere.

### 2020 Priorities, achievements and challenges:

#### 1. Promote the mental health of the population in collaboration with other services and agencies including reducing loss of life by suicide

- The establishment of [www.westbewell.ie](http://www.westbewell.ie) and associated social media accounts took place during Quarter 4 of 2020. This platform enables the communication of key mental health messages and promotes training and education events in Galway, Mayo and Roscommon.
- The Connecting for Life (CFL) Implementation Group along with the other stake holders made additional progress in the further roll out of the strategy in 2020, the findings of a mid-way review will inform the development of CFL Galway, Mayo and Roscommon Action Plan 2021 – 2024.
- The Eden Programme took place across the 3 counties during 2020. However, due to COVID-19 this was moved to an online platform. In all, 32 participants took part in the programme.
- As part of the Implementation of CFL in Community Healthcare West, a Stigma Workshop was organised in partnership with the See Change Ambassador Programme. The workshop was attended by staff of a range of statutory and voluntary services from across the Region.
- The Loughrea/Tuam Sector Team rolled out the provision of the 7 over 7 service during 2020, which enabled service users to have access to

mental health services 7 days a week. This in turn helped reduce the number of people having to present at A&E during out of hours times and at the weekend.

#### 2. Design integrated, evidence based and recovery focused mental health services.

- In January 2020 Galway Roscommon Mental Health Nursing Department launched their Vision Document for the service entitled "A Vision for Galway Roscommon Mental Health Nursing Services (2020-2023)", the document promotes a quality nursing service that is equitable, recovery focused, and empowering for service users, staff and the communities they serve.
- An additional 11 objectives as documented in our National Recovery Framework Implementation Plan was achieved in 2020. Work is ongoing in the area.
- As part of the continued focus on recovery orientated service provision throughout the COVID-19 pandemic, the Recovery Colleges moved to deliver their Recovery Education, WRAP Workshops and Recovery Principles Training to a virtual platform which resulted in a 50% increase in engagement.
- The Recovery College West Website was redesigned and upgraded to make it more user friendly for all stakeholders and can be viewed at [www.recoverycollegewest.ie](http://www.recoverycollegewest.ie).
- The Family Peer Support Initiative introduced in Mayo, Bealach Nua, was further rolled out to Galway and Roscommon Mental Health Services with the employment of 4 new Family Peer Support Workers. The Family Peer Support group also adjusted the way services were provided by setting up Zoom calls, Podcasts, Virtual Well Days and online Family Support platforms.



Bealach Nua – Family Peer Support Workers



**3. Delivery of timely, clinically effective and standardised safe mental health services in adherence with statutory requirements.**

- Mayo Mental Health Services welcomed the permanent appointment of a Compliance Officer which will assist the service in meeting our regulatory commitments.
- In November 2020, a Project Team was appointed to progress the outstanding recommendations contained within the Roscommon Report.
- Tenancy Support Workers were recruited to support the Slaintecare funded - My Home Project during 2020. The role of Tenancy Support Worker is to assist service users transition from shared accommodation to independent living. Since the projects inception, thirty service users have been supported in the process of transitioning to new homes.
- The development of the Roscommon Melting Pot Involvement Centre including the reconfiguration of Day Centre/Training centre commenced but was delayed by COVID restrictions.

**4. Ensure that the views of service users, family members and carers are central to the design and delivery of mental health services.**



**Community Café**



18<sup>th</sup> December, 2020 – Galway Community Café

- Through the the Service Reform Fund, the long awaited Community Café was established in Galway City in December 2020. Galway Community Café is a free out-of-hours adult mental health service designed and run by people with lived experience of mental health challenges. The café provides a safe, non-judgemental place for individuals to come and have a chat with a trained member of staff. More information can be found at <https://galwaycommunitycafe.ie/> Link to youtube clip <https://www.youtube.com/watch?v=xAHcb88UCaO>
- Local Mental Health Engagement Fora meetings were moved to a virtual platform in 2020 due to COVID-19 restrictions.
- The Traveller Health Coordinator continued to work with the travelling community and developed a number of supports and initiatives to support this minority group during the pandemic.

**5. Enable the provision of mental health services by highly trained and engaged staff and fit for purpose infrastructure.**



- The further development of improved cross-sectoral and inter-sectoral approaches to service provision gained particular significance as a result of the COVID-19 Pandemic. Community Healthcare West Mental Health Services have successfully addressed this with the opening of the CAMHS Connect e-Mental Health Hub and POLL Day Hospital at the newly refurbished site in Castlerea. It is hoped that these enhanced day services will reduce admissions to our acute units.
- Mental Health Services welcomed the appointment of a Liaison Consultant Psychiatrist who will progress the development of Liasion service in Mayo Mental Health.





8<sup>th</sup> June 2020 – Official Opening of Castlereah E-Mental Health Hub



3<sup>rd</sup> February 2020 – Launch of Planet Youth Strategic Framework and Implementation Guide





14<sup>th</sup> May 2020 – Surgical gowns modified by three Roscommon Training Centres for use by NAS



24<sup>th</sup> January, 2020 – Launch of A Vision for Galway Roscommon Mental Health Nursing Service (2020-2023) with 'The Key Changes' choir (comprising of service users and staff) performing at the launch





# NUMBERS IF YOU NEED THEM



If it's an emergency, Dial 999

## SAMARITANS

TALK IT THROUGH,  
WE'RE HERE TO LISTEN



**116 123**

jo@samaritans.ie

www.samaritans.org



**1800 247 247**

TEXT HELP TO 51444 mary@pieta.ie

Pieta supports people and communities in crisis by providing freely accessible, professional services to all.

Galway Centre: 091 502921 Tuam Centre: 093 25586

Athlone Centre: 090 642 4111

www.pieta.ie

your  
mental  
health.ie

Information | Support | Services

**1800 111 888**

www.yourmentalhealth.ie

text about it

TEXT  
HELLO **50808**

A free 24/7 text service, providing support for people going through a mental health or emotional crisis – big or small.

www.text50808.ie



For more information:  
[www.westbewell.ie](http://www.westbewell.ie)



SCAN ME



My Eircode: .....

My GP: .....



Cúram Sláinte  
Phobail, Iarthair  
of Mental Health  
Mental Health Services

Community  
Healthcare West  
Galway, Tuam, Athlone  
& Roscommon



Connecting for Life  
Galway, Mayo and Roscommon

# Service Reform and Transformation

The Community Healthcare West **Portfolio Management Office (PMO)** has a small but dedicated team driving and enabling service improvements at a local level and supporting the delivery of national projects. The office was established to provide a single overarching body to coordinate and drive the delivery of a range of service improvement programs and projects arising from strategies, frameworks, policies, reviews and recommendation reports.

During 2020 the PMO Team was re-deployed by the Chief Officer, Community Healthcare West to lead on a number of Covid 19 initiatives in tandem with many existing workstreams. The PMO established, with the support of the National Ambulance Service, HSE Estates and colleagues from across many programs of care, Community-based Covid 19 Testing across the Region.

In April the PMO was tasked with setting up an operational system to provide a *Support Package* to all Private Older People Residential Care Facilities. This Package included provision of Personal Protective Equipment (PPE), staffing resources and coordinating Infection Prevention and Control with the support of the Quality and Patient Safety (QPS) Department.

### Slaintecare Integrated Projects/Cross Division Projects

The majority of the Slaintecare Integrated Funding Projects were put on hold in March 2020 due to Covid 19. These projects recommenced in Autumn 2020. The aim of the nine funded projects is to provide integrated care between Community Healthcare West and the Saolta University Healthcare Group to improve patient and service users experience, improve clinician experience, lower costs and, most importantly, achieve better outcomes for the people we support:

- Project 1: Improving links with Palliative Care Services for Heart Failure Patients attending Portlinculla University Hospital
- Project 2: Osteoarthritis Knee Pathway
- Project 3: Development of an Integrated Community Based Older Persons' Hub Phase 1 Funding
- Project 4: Development of the Physiotherapy led Pulmonary Rehab Services in Primary Care County Mayo
- Project 5: Extension of Self Care to Wellness Programme across Community Healthcare West
- Project 6: Development of Integrated Populations Based Falls Services for Mayo.
- Project 7: DESSIE — Diabetes Education and Self-Management that Specifically Involves Exercise
- Project 8: My Home — Mental Health Community Integrated Support (MHCIS), Integrating Mental Health, Social Care, Housing and Local Community.

Project 9: End-to-End Implementation of the Model of Integrated Care for Type 2 Diabetes within two Community Healthcare Organisations.

### Enhanced Community Care Projects

In line with National Service Plan 2020, the Enhanced Community Care Programme (ECC) was established as part of the Slaintecare Joint Action Programme (Capacity and Access). The program has recently been approved by the Department of Health, is included in the HSE Draft Corporate Plan, the Pandemic Plan/Winter Plan and has now also received significant funding to enable expansion.

### Cross Divisional Projects

The PMO worked alongside our Operational Services and supported the design, testing & evaluation, oversight and implementation of the specific change model being introduced.

The following are a sample of the projects the PMO supported during 2020:

**Enhanced Community Care:** Enhanced Community Care prioritises care to older people and those with chronic diseases and lifelong conditions in the community. The establishment of nine Community Healthcare Networks and Community Specialist Teams will allow this cohort of people to remain in their home for as long as possible.

**Winter Planning 2020/2021:** Winter Planning is a *Community First* approach to the delivery of care and was central to the provision of safe, efficient and effective services through winter and beyond. Service delivery was re-oriented towards General Practice, Primary Care and community-based services. By 'shifting services left' and prioritising Primary Care and Community Services, we advanced the goals of Slaintecare and mitigated the impact of COVID-19. The enhancement of community services assisted people to remain at home, prioritising older people and those with chronic conditions.

**Telehealth with Attend Anywhere as the main platform solution:** The aim of this national project was to roll out Telehealth which can be used to reduce exposure to COVID-19 by enabling both service users and clinicians to consult while in isolation.

### Integrated Patient Management System (iPMS):

- The implementation of the new Integrated Patient Management System (iPMS) was successfully completed in Q4. iPMS is a fully integrated Patient administration System (PAS) to support the business and service objectives of the HSE, across the Saolta University Healthcare Group, Mental Health Services, Community Nursing Units and Community Hospitals.



- Benefits of the iPMS include provision of a Platform for future Clinical Information Systems; provision of an efficient and effective system to support the administration of multi-disciplinary working within the health service; the introduction of a single patient identifier and a shared Patient Master Index to improve the patient experience by reducing duplication.
- A dedicated and dynamic implementation team were appointed to ensure that the joint Saolta University Healthcare Group/Community Healthcare West project was delivered seamlessly on a phased basis, as planned in Q4. This project provided a unique opportunity for the two organisations to collaborate and reflect the vision of Slaintecare regarding integrated care-record and information.

#### **Training – Change and Improvement Practice Programme:**

The PMO hosted a half day Change and Improvement Practice Programme (CIPP) for staff working in Community Healthcare West. Using the Health Services Change Guide as the core reference. The Programme aimed to improve change capacity in relation to people and culture-change within Community Healthcare West.

#### **Disability Services - Progressing Disability Services For Children and Young People:**

The reconfiguration of Disability Services for Children and Young People is changing the way services are provided across the country to make them more equitable and consistent for all. Each child will:

- Have improved access to the services they require
- Experience enhanced equity and fairness regarding service provision
- Benefit from increased collaboration between families, Health Services and Schools, with the child's potential as the key focus.

During the year the PMO worked with Disability Services to carry out a complete mapping of all staff working in the services for children and young people (0-18 years of age). Staff engagement webinars were organised for staff involved in service reform.

#### **Mental Health Service reform**

The PMO has been working in partnership with Mental Health staff to progress the implementation of the new National Policy - Sharing the Vision: A Mental Health Policy for Everyone and Wider Health Service Reform. The PMO provided support in Project Management methodologies as well as Change and Improvement Practices to the staff. We supported a range of projects devised to improve Mental Health services across Community Healthcare West in accordance with the priorities set out in the National Policy. The PMO made

an active contribution to the rollout of the following Mental Health Projects in 2020:

**Mental Health Leadership Steering Team Community Healthcare West:** The Community Healthcare West Mental Health Services Leadership Team was established. The objectives are to:

- Provide strategic direction and leadership for the provision of all Mental Health services in counties of Galway, Mayo and Roscommon.
- Develop, implement and review a five year Strategic Plan for Mental Health Services.
- Assist in management of the Mental Health Services budget to achieve best value for money in an efficient and effective manner.
- Act as a forum for communication across the three counties and develop a communications strategy for the Mental Health Service.
- Ensure consistency of service delivery in the Region.

**Service Reform Funding Consortium (SRF):** The purpose of the SRF Consortium project was to develop submissions for the various phases for reform funding for Community Healthcare West Mental Health.

Funding for projects was in line with service priorities outlined in the Community Healthcare West Operation Plan 2020. A SRF Consortium steering group was established to provide guidance and support on the direction and deliverables of SRF.

Funding was allocated to assist the following projects in 2020:

- The Crisis Café
- My Homes
- Family Peer Support
- Schwartz
- Individual Placement Support (IPS)
- Service Reform Lead

#### **Intellectual Disability Service Transition Plan – GR5**

The purpose of the project is to outline the current and the future pathway of the Mental Health Intellectual Disability (MHID) service and to develop and progress the service from an institutional model of care to a community integrated social model.

In 2020 a transformation lead was appointed to assist in the transition of the service.

#### **Connecting for Life**

*Connecting for Life* is based upon current national and international evidence in relation to effective suicide prevention strategies. This evidence base continues to grow and develop across the world. In November 2020 The National Connecting For Life Implementation Plan was developed and Phase 2 of the project was extended to December 2024. In December 2020 Phase 1 of Connecting for Life was completed.

# Shared Support Services

### Information Services

The purpose of the Community Healthcare West Information Services (IS) Liaison Office is to work with our own business users, the Portfolio Management Office (PMO), local Information and Communication Technology (ICT) Support, Office of the Chief Information Officer (OoCIO) and ICT vendors on projects with an IS element. Our goal is to ensure our services migrate to common solutions (based on common processes). All our business related projects will be managed by the business teams themselves to ensure we design the correct process to meet their needs and to ensure we have appropriate ownership of the process, solution and the data going forward.

During 2020, much of our effort was spent working on responses to the COVID pandemic. We worked with our local ICT group to deploy more than 200 Laptops and similar devices to provide remote access for critical service delivery. This deployment and subsequent supports provided, greatly enabled business continuity and facilitated key services to continue remotely. We also played a key role in establishing our COVID Test Centres as required.

Our Office collaborated with our PMO and Services to the National Attend Anywhere Video Enabled Care. This Project was intended to provide a Telehealth solution that can be used to reduce exposure to COVID-19. In excess of one thousand Licences were deployed to Clinicians and Service Providers. Attend Anywhere continues to be a very valuable tool for many services and allows remote engagement with service users where appropriate.

In late 2020, the CHO iPMS project was resumed. This new PAS system was deployed on schedule during October and November. In collaboration with the PMO and a team of key staff, the system was implemented in more than forty Mental Health and & Older People Services sites.

### Accommodation Management

Day to day operation of the Accommodation Review Committee (ARC) was suspended due to redeployment of staff during the COVID-19 pandemic. While the ARC did continue to accept applications, the number resolved were limited as most CHO Office accommodation was altered to ensure 2meter distancing between staff in line with Public Health guidelines and the Work Safely Protocol.

The Winter Planning and Enhanced Community Care Programme as outlined by the Department of Health was introduced to Community Healthcare West in November 2020. The Accommodation Review Committee through the Accommodation Co-Ordinator continues to be involved in supporting our Service Managers to source and acquire accommodation for the provision of many new services. Application for Accommodation in Community Healthcare West must be made using the [CHO ARC Application Form](#)

and then sent to email: [accommodation.cho2@hse.ie](mailto:accommodation.cho2@hse.ie) for processing.

### Communications

The Communications Function services all Units & Divisions of the Community Healthcare Organisation. Based in the Office of the Chief Officer, Communications staff are required to carry out and address a wide range of communications functions ranging from media monitoring, press release issue, contributing to event management, assisting staff with communication matters, updating and monitoring social media, etc.

The COVID-19 Pandemic resulted in our Health Service being stretched and challenged in ways never imagined. The Communications Department was among the many functions essential to the COVID-19 response and played an integral role in ensuring that every effort was extended to reaching all stakeholders (internally and externally), sharing varied information, exploiting appropriate mediums, responding to queries/problems arising and collaborating where possible:-



*An Taoiseach, Leo Varadker TD speaking at the Official Opening of Castlereagh E-Mental Health Hub & POLL Day Hospital – **the first virtual HSE official opening in Ireland***



*Communications platforms new to Community Healthcare West utilised throughout 2020*





*Jim Daly T.D. Minister of State for Mental Health & Older People officially opening the Castlereagh E-Mental Health Hub & POLL Day Hospital via a virtual curtain – the first virtual curtain opening ceremony in Ireland*



*Creative ways of bringing community in*  
**'STAFF ARE WONDERFUL AND KEEP EVERYTHING GOING WELL'**

**T**HE Plunkett Community Nursing Unit in Boyle has been closed to visitors since early March, but staff at the centre have been finding new ways to keep residents informed and in touch with the outside world. The unit's lovely cinema room has enabled them to technologically connect to local St Joseph's Church to live-stream mass every morning for the residents. "This has been a huge welcome to our residents who place a high value on mass and prayer," explained Dr Mary Butler, Director of Nursing. Resident Seamus Byrne said he was delighted with the continued access to mass. "The cinema has been great to have mass and it is wonderful – I have never felt in



*Collaboration works!*

**TRAINING CENTRE INSTRUCTORS PLAYING THEIR PART**



Roscommon Training Centre Instructors pictured with Michelle Egan, Business Manager Galway Roscommon Mental Health Services. Surgical gowns received as part of the HSE's consignment of Personal Protective Equipment (PPE) from China are being modified by nine training centre Instructors, for use by the National Ambulance Service at three HSE Mental Health Service Training Centres across County Roscommon. They are being modified because the sleeves of the gowns are too short to provide the required protection to healthcare workers on the front line, potentially putting them at risk of infection.





**Subject:** #OurHealthService: Family Carers Share their Covid Experience

**This week in Our Health Service: Family Carers Share their Covid Experience**

Veronica Anderson and Nora Murphy, two family carers from Galway, share their experiences of caring full-time for a loved one during COVID-19. Filmed in May and June the video illustrates the challenges they faced, the supports they received and outlines what helped them to keep going and stay positive. In organising the video, Community Healthcare West set out to acknowledge the incredible work and commitment of family carers. Expressing her gratitude to Veronica and Nora, Breda Crehan Roche, Chief Officer, CHW noted:

“We wanted to let everyone see what it is that family carers do and the impact their work has on individuals, families and communities. We wanted to say thank you to family carers right across the country. Covid 19 brought new challenges for everyone, but we wanted to show how these family carers met those challenges with care, dedication and commitment. There is no doubt that without them our acute and community services would be adversely affected.”



*Community Healthcare West staff advocating for the Flu vaccination utilising both face-to-face and on virtual platforms*



**Comm Healthcare West @CHO2west**  
 A 'THANK YOU' visit with staff at #Covid\_19 Assessment Hub, Castlerea and #roscommon Drive-thru Testing Centre, Castlerea from @paulreiddublin CEO HSE, David Walsh, Nat Director Community Operations & Breda Crehan-Roche @CHO2west #holdfirm @hselive  
<http://youtu.be/bxAe6Q4bf0Q>  
[pic.twitter.com/GJ2HYjqFPX](http://pic.twitter.com/GJ2HYjqFPX)

Impressions **8,676**



**Comm Healthcare West @CHO2west**  
 THANK YOU messages  
<https://youtu.be/Y68XfUSdgcQ> from @CHO2west staff, @HSELive CEO @paulreiddublin, our colleagues in @NASCriticalCare @Galway\_CD @GardaTraffic @naval\_service @defenceforces and a Family Carer - Step up and step back to protect yourself and others from #COVID19  
[pic.twitter.com/HopmVQvisO](http://pic.twitter.com/HopmVQvisO)

Impressions **6,205**

Apr 2020 · 30 days

TWEET HIGHLIGHTS

**Top Tweet** earned 15.3K impressions

A big thanks to @MayoGAA @GardaTraffic HSE Maintenance & @CHO2west staff for opening #COVID19 Community Testing Drive Thru at McHale Park | Castlebar. Similar to our other 6 testing centres, people in attendance must have a GP referral & an appointment #AllInThisTogether  
[pic.twitter.com/dVZeAWDXvf](http://pic.twitter.com/dVZeAWDXvf)



1 13 36

[View Tweet activity](#)

[View all Tweet activity](#)

**Top mention** earned 1,273 engagements

@CHO2west @NASCriticalCare & Regional Emergency Office acknowledging the vast contribution from the Capt & crew of the LE William Butler Yeats @naval\_service for their assistance in establishing the #COVID19 Community Testing Centre at Galway Port 'Fair winds & following seas!!' [pic.twitter.com/Erw5ud8k9D](http://pic.twitter.com/Erw5ud8k9D)



22 63

[View Tweet activity](#)

[View all Tweet activity](#)

APR 2020 SUMMARY

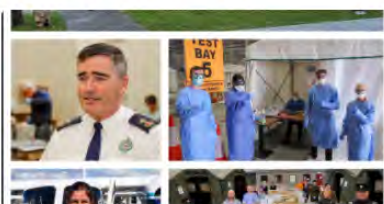
|                |       |                   |      |
|----------------|-------|-------------------|------|
| Tweets         | 93    | Tweet impressions | 144K |
| Profile visits | 1,937 | Mentions          | 121  |
| New followers  | 117   |                   |      |

Jun 2020 · 30 days

TWEET HIGHLIGHTS

**Top Tweet** earned 19.1K impressions

THANK YOU message from our staff & @NASCriticalCare @GMITOfficial @NUIGalwayMed @GardaTraffic @WesternCareMayo @DF\_Medics @Galway\_CD to the people of Galway, Mayo & Roscommon & the rest of Ireland who continue to #HoldFirm to help keep our country safe [youtu.be/bxAe6Q4bf0Q](http://youtu.be/bxAe6Q4bf0Q)  
[pic.twitter.com/LUHu7HrUay](http://pic.twitter.com/LUHu7HrUay)



2 20 69

[View Tweet activity](#)

[View all Tweet activity](#)

**Top mention** earned 3,942 engagements

**Jim Daly** @jimdalyclon · 8 Jun 2020  
 Thanks to @LeoVaradkar and @paulreiddublin for attending the official opening of Ireland's first €2.6 million e mental health hub in Castlerea today. TelePsych can be delivered anywhere across Ireland from this hub. Congratulations @CHO2west on this new dawn for Mental Health.  
[pic.twitter.com/kL2q2SNgjm](http://pic.twitter.com/kL2q2SNgjm)



5 33 215

JUN 2020 SUMMARY

|                |       |                   |       |
|----------------|-------|-------------------|-------|
| Tweets         | 45    | Tweet impressions | 90.4K |
| Profile visits | 1,517 | Mentions          | 111   |
| New followers  | 63    |                   |       |





# Appendices

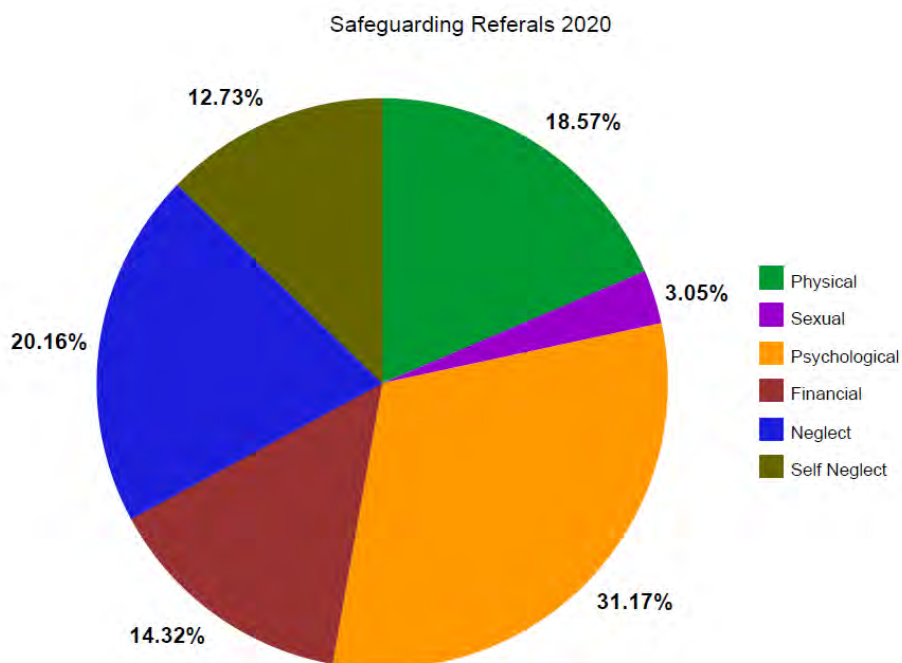
## Appendix 1

## Workforce overview

## Community Healthcare West - WTE Dec 2020

| Discipline                              | Mgt/<br>Admin | Medical/<br>Dental | Nursing/<br>Midwifery | Health &<br>Social Care<br>Professionals | Genera<br>l Support | Patient<br>& Client<br>Care | WTE as<br>at<br>Dec 2020 |
|---|---------------|--------------------|-----------------------|--|---------------------|-----------------------------|--------------------------|
| <b>Primary Care</b>                     | <b>335</b>    | <b>101</b>         | <b>326</b>            | <b>339</b>                               | <b>30</b>           | <b>103</b>                  | <b>1233</b>              |
| <b>Mental Health</b>                    | <b>133</b>    | <b>114</b>         | <b>597</b>            | <b>155</b>                               | <b>64</b>           | <b>278</b>                  | <b>1340</b>              |
| <b>Community Health &amp; Wellbeing</b> | <b>9</b>      | <b>0</b>           | <b>0</b>              | <b>0</b>                                 | <b>0</b>            | <b>1</b>                    | <b>10</b>                |
| <b>Social Care</b>                      | <b>189</b>    | <b>17</b>          | <b>628</b>            | <b>366</b>                               | <b>132</b>          | <b>1775</b>                 | <b>3107</b>              |
| <i>Older People</i>                     | <i>77</i>     | <i>11</i>          | <i>374</i>            | <i>37</i>                                | <i>76</i>           | <i>1015</i>                 | <i>1590</i>              |
| <i>Disabilities</i>                     | <i>25</i>     | <i>2</i>           | <i>56</i>             | <i>39</i>                                | <i>8</i>            | <i>89</i>                   | <i>220</i>               |
| <i>Section 38 Voluntary Agencies</i>    | <i>87</i>     | <i>4</i>           | <i>197</i>            | <i>290</i>                               | <i>48</i>           | <i>671</i>                  | <i>1298</i>              |
| <b>Grand Total</b>                      | <b>666</b>    | <b>232</b>         | <b>1550</b>           | <b>860</b>                               | <b>226</b>          | <b>2156</b>                 | <b>5690</b>              |

## Safeguarding and Protection Team Referrals in 2020



Galway/Mayo/Roscommon by Referral Category

| Number of new referrals   | 644 | %     |
|---------------------------|-----|-------|
| Physical                  | 140 | 18.57 |
| Sexual                    | 23  | 3.05  |
| Psychological             | 235 | 31.7  |
| Financial                 | 108 | 14.32 |
| Alleged neglect           | 152 | 20.16 |
| Self-neglect              | 96  | 12.73 |
| Community referrals       | 387 | 60.09 |
| Service setting referrals | 257 | 39.91 |
| Galway                    | 315 | 48.91 |
| Mayo                      | 223 | 34.63 |
| Roscommon                 | 106 | 16.46 |
| Aged 18-64                | 241 | 37.42 |
| Over 65                   | 403 | 62.58 |

Please Note: \*More than one category of abuse is present and recorded in some cases

## Safeguarding Outcomes

- Interim Safeguarding Plan within 3 days: 94.56%
- Safeguarding Plan within timescale: 89.36%
- Review within timescale: 97.24%
- Number of cases open to Safeguarding for more than 6 months: 139
- Number of cases referred but not open to Safeguarding. Determined 'no grounds for concern': 320
- Number of cases worked which did not fit within Safeguarding categories: 72

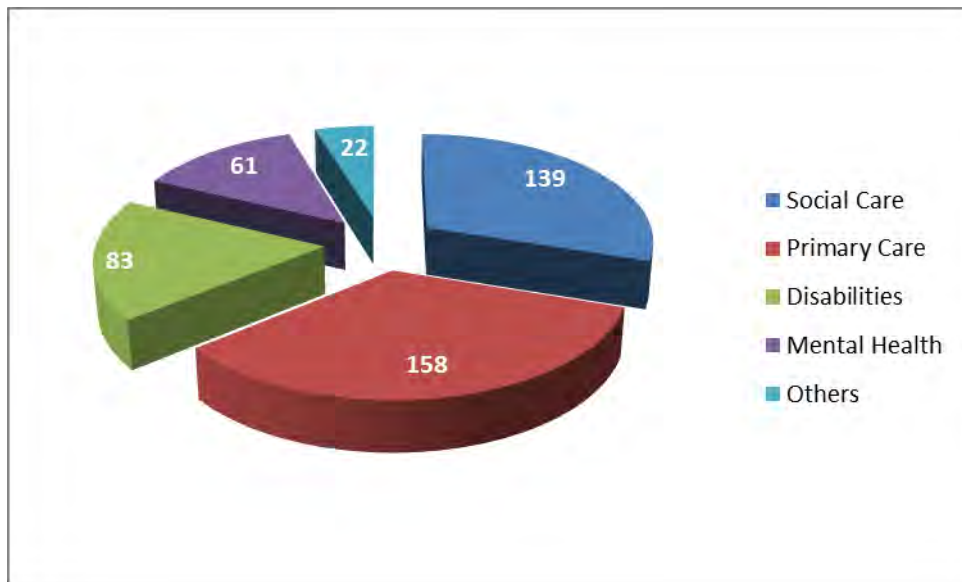


### Parliamentary Affairs Division Parliamentary Questions and Representations

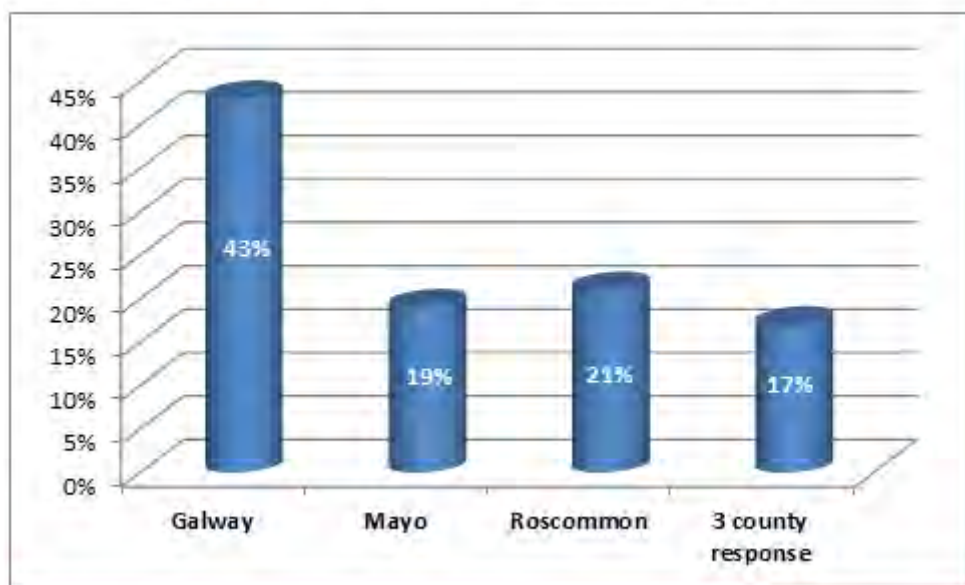
A total of 463 questions and representations were answered by Community Healthcare West Services in 2020:

- 293 Parliamentary Questions
- 170 Representations

#### Parliamentary Questions responded to: breakdown by Service Division



#### Parliamentary Questions responded to: breakdown by County



Electronic copies of this document are freely available at [www.hse.ie/](http://www.hse.ie/)

Other publications which provide information on Primary Care, Older Persons' Services, Mental Health, Disability Services and Health and Wellbeing can also be found on the HSE Website: <http://www.hse.ie/eng/services/publications/>

Oifig an Phríomh-Oifigigh  
*Office of the Chief Officer*  
Cúram Sláinte Phobail, Iarthar  
*Community Healthcare West*  
Bloc B  
*Block B*  
Campas Ospidéal Páirc Mheirlinne  
*Merlin Park Hospital Campus*  
Gaillimhe  
*Galway*  
N91 N973  
Tel: 091 775404  
Email: [Cho.west@hse.ie](mailto:Cho.west@hse.ie)  
Twitter: CHO2west  
#communityhealthcarewest



**Cúram Sláinte  
Phobail, Iarthar**  
ag freastal ar Ghailimh,  
Maigheo agus Ros Comáin

**Community  
Healthcare West**  
serving Galway, Mayo  
and Roscommon