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Final Report

Performance accountability for the Irish health system

Academic Medical Centre of the
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Introduction

This final report consolidates the reporting and activities conducted in the scope of Action (Agreement NoSRSS/C2019/046) entitled: Performance accountability for the Irish health system. The Action officially commenced 22 August 2019 following the signing of the agreement. The indicative timeline in the Description of the Action was updated based on this start date. The timing of key milestones were discussed with the DoH, HSE and European Commission and were agreed upon at the Kick-off event. However with the outbreak of the COVID-19 pandemic, and related commitments of the DoH and HSE some adjustments had to be made (both in timeline, and ways of interacting with stakeholders) on which we communicated directly with the European Commission and reported on in the various progress reports. Nevertheless, all activities related to the action were completed.

Outputs

The specific outputs of the Action were three-fold. These three objectives correspond to the main deliverables of the Action (see Section four: Planning) and are defined as follows:

1. to provide a framework for health system performance assessment with a method for the collection, collation and analysis of robust health outcomes data around key performance indicators in the Irish health system;
2. to provide modules within the health system performance assessment framework with measurable and quantifiable outcome-based indicators that are linked to relevant health policies and strategies, enabling the integration of policy and reforms into a broader view of performance; and,
3. to enhance the capacity of the Irish authorities to produce the first HSPA report.

The below table reports the achievement of the specific deliverables, tasks and submitted progress reports.

Table 1. Achievement of deliverables and tasks

| Deliverable (D)/task (T) | Description | Deadline |
|--|---|--|
| D1: Inception report | Minutes from kick-off meeting and agreed upon work-plan and deliverables, key-points for subsequent stages of work-plan | Completed January 2020 (reported in 6 month progress report, submitted on 22 February 2020) |
| T1: Citizen Panel | Developing the focus of HSPA framework by input from Citizen Panel | Completed: 7 December 2019 (reported in File Deliverable 2, Methodological Report) |
| T2: Internal and External Stakeholder Panels | Developing the focus of HSPA framework by input from Internal and External Stakeholder Panels | Completed: 31 January 2020 (reported in File Deliverable 2, Methodological Report) |
| T3: HIS assessment | Assessment of the Health Information Systems in Ireland (WHO Tool) | Completed: 31 January 2021 (reported in File Deliverable 2, Methodological Report Chapter 3, and Supplementary File 2) |
| Progress report | | Submitted on 19 February 2020 |

| | | |
|---|--|--|
| T4: Domains and indicators | Define domains and indicators to be included in HSPA, International Advisory Board | Completed: 26 February 2021 (reported in File Deliverable 2 Methodological Report and Supplementary files 1a and 1b) |
| Progress report | | Submitted on 29 July 2020 |
| T5: Data collection and analysis strategies | Define improvements of data collection mechanisms and analytical methodologies | Completed: 26 February 2021 (reported in File Deliverable 2 Methodological Report and Supplementary files 1a and 1b) |
| D2: Methodological report | Information about preceding tasks compiled in a methodological report. | Completed: 26 February 2021 (reported in File Deliverable 2 Methodological Report and Supplementary files 1a and 1b and 2) |
| T6: Subsets of indicators | Definition of subsets of indicators for assessing policies and reforms | Completed: 26 February 2021 (reported in File Deliverable 3) |
| D3: Assessment modules | Assessment modules for specific policies and reforms | Completed: 26 February 2021 (reported in File Deliverable 3) |
| Progress report | | Submitted on 30 November 2020 |
| D4: Action plan 1 st HSPA report | Action plan for a first HSPA report | Completed: 26 February 2021 (reported in File Deliverable 4) |
| T7: Organise International Workshop | Organize an International Workshop on Health Outcomes Frameworks | 3 International workshops were held. One on March 11th 2020 and two on October 26th 2020. |
| D5: Report of the Workshop | Reporting of the outcomes of the International workshop on health outcomes frameworks. | Completed: 26 February 2021 (reported in File Deliverable 5) |
| T8: Presenting sample of indicators | Production and presentation of sample indicators | Completed: 26 February 2021 (reported in File Deliverable 6) |
| D6: Semi-populated HSPA framework | HSPA framework based on sample indicators | Completed: 26 February 2021 (reported in File Deliverable 6) |

Since this final report is accompanied by Deliverables 2 to 6 and the corresponding tasks, we refer to the attached files for detailed information on each.

We do not report in this Final Report on Deliverable 1 the Inception Report, because it was already submitted on February 22, 2020. The Inception Report reported on the Minutes from kick-off meeting and agreed upon work-plan and deliverables, key-points for subsequent stages of work-plan.

In the following sections, we briefly describe the content of each accompanying file:

Deliverable 2, Methodological report: The development of the Irish Health System Performance Assessment Framework & its relation to the Health Information System

The Methodological report describes how the Irish Health System Performance Framework is developed and the approach taken to define domains and identify indicators (Chapter 2).

Supplementary File 1a: HSPA Framework Overview

Supplementary File 1a provides the developed HSPA framework (see figure 1) including clusters, domains, sub-domains, features and data sources, and an overview of total number of indicators and their link to the three functions of the framework. The file support Chapter 2 of the Methodological report.

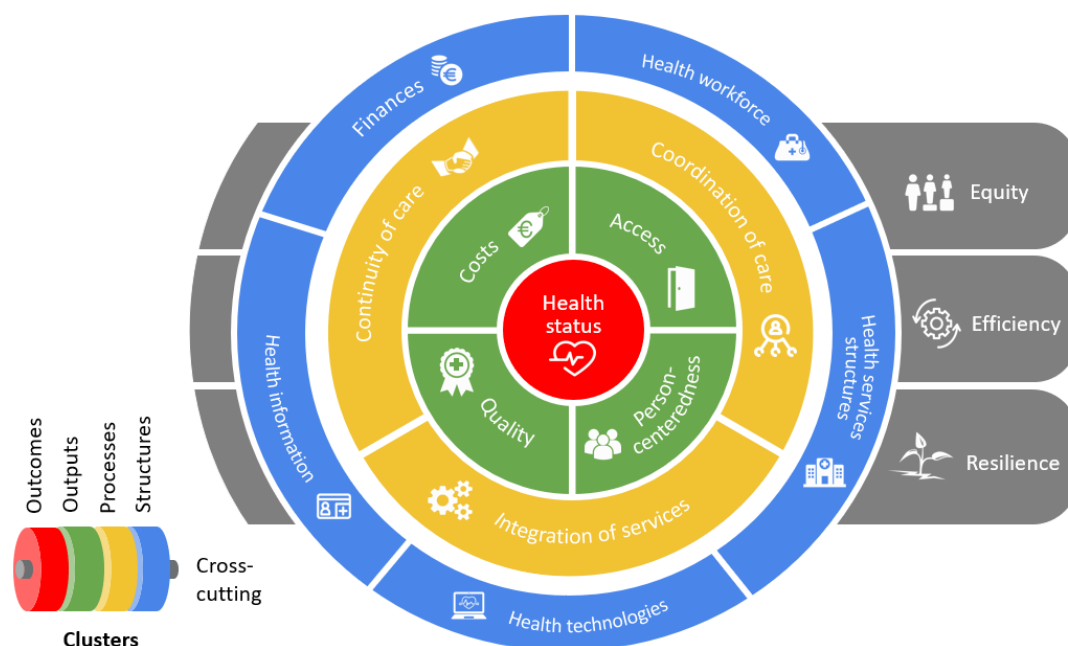


Figure 1 Graphical display of the developed Irish HSPA Framework

The framework was ordered by the five clusters of outcomes, outputs, process, structures, and a cross-cutting cluster. Each cluster of the Framework was populated by 1 to 5 domains which were in turn divided by 5 to 8 sub-domains. The sub-subdomains were structured by approximately 5 to 13 features, which were populated with in total 260 indicators for all three purposes (uses) of the framework (see tables 2 and 3).

Table 2 Overview of current HSPA Framework for Ireland

| Clusters | Outcomes | Outputs | Process | Structures | Cross-cutting | Totals* |
|--------------------|----------|---------|---------|------------|---------------|---------|
| Domain | 1 | 4 | 3 | 5 | 3 | 16 |
| Sub-domain | 5 | 9 | 6 | 8 | 8 | 36 |
| Approx. features | 13 | 19 | 5 | 6 | 6 | 49 |
| Approx. indicators | 35 | 95 | 30 | 70 | 30 | 260 |

*Note totals are for all three purposes (uses) of the framework

Table 3 Overview of clusters, domains, sub-domains and features

| Cluster | Domain | Sub-domain | Feature |
|-----------------------|----------------------------|--|--|
| Outcomes | Health status | Self-reported health | Self-reported health status |
| | | Disability | Self-reported disability Types of disability |
| | | Morbidity | Burden of disease Select types of morbidity Multi-morbidity |
| | | Mortality | Life expectancy Avoidable mortality Causes of mortality Healthy life expectancy |
| | | Risk factors | Overweight/obesity Lifestyle/environment Health literacy |
| Outputs | Access | Affordability | Social protection |
| | | Availability | Availability |
| | Person-centredness | Patient-reported experiences | PREMs Satisfaction |
| | | Patient-reported outcomes | PROMs |
| | | Carer experiences | Experience |
| | | Staff experiences | Experience |
| | | Quality | Clinical effectiveness |
| | | Safety | Medication Patient accidents Clinical process/procedure Health care associated infection Resources/Organizational management |
| | Costs | Costs | Expenditure |
| | Process | Coordination | Self-reported health |
| Transition management | | | Follow-up Discharge |
| Integration | | Care delivery Readmission | |
| Continuity | | Informational Relational | |
| Structures | Health workforce | Workforce capacity planning | Capacity Migration |
| | | Health services structures | Infrastructure Facilities Beds |
| | Health technologies | Use and uptake of technologies | Technology capacity Technology accessibility technology diffusion |
| | Health information | Registries Digitalization | |
| | Finances | Expenditure Reimbursement mechanisms Investment in R&D | |
| Cross-cutting | Equity | Population groups Geographic | |
| | Efficiency | Short-term Mid-term | Waiting times Out of hours care |
| | | Long-term | |
| | Resilience | Motivated and well-supported workforce Health worker absenteeism Capacity to scale-up/down | |

Supplementary file 1b: Indicator Passports

The indicator passports are provided in a manageable excel file (Supplementary File 1b). They provide a complete overview of the indicators mapped to the health system performance framework developed. Each tab refers to a specific cluster of the framework. For each indicator, where available, details are reported on:

- *Indicator title:* The specific indicator or question
- *Numerator/denominator:* For quantitative measures, this field lists the details of the numerator/denominator or refers to the source with details defined. For categorical questions, this field lists the specific answering categories.
- *Disaggregations:* Relevant disaggregations for purposes of analysis
- *Indicator source/suggestion:* The original source for the indicator (where it draws from). The source may also be one of the workshops conducted and is noted as such.
- *Primary use:* Of the framework's main purposes of use (public reporting, strategy development and services planning), this field refers to the main purpose of use as signalled by workshop participants.
- *Secondary use:* An alternative or secondary use of the indicator.
- *Available data:* The identified sources that are known or expected to report on the indicator.
- *Alternative data:* An alternative or secondary use of the indicator. This may include where the indicator is available for international comparisons.
- *Other comments:* Any additional comments from workshop participants, including possible limitations or considerations for analysis.

Deliverable 3, Assessment modules for specific policies and reforms

The linkage between the strategic actions from the Sláintecare reform were evaluated and translated to the choice of domains and indicators in the HSPA framework. Deliverable 3 provides a clustered list (module) of indicators proposed for the Irish HSPA framework, categorised according to Slaintecare goals. The DoH can use this subset of indicators to monitor progress and impact of strategic system reforms (which is one of the 3 functions of the framework). By receiving regular reporting (e.g. through a dashboard) on this reform subset of indicators questions can be answered by the DoH such as: Have I the right areas to prioritize? What is the impact of the strategies that are in place? What changes are needed in a mid-term horizon?

Deliverable 4, Action Plan

Deliverable 4 provides an Action Plan presenting some initial considerations for the further implementation of the Irish HSPA Framework and its reporting. First discussions about the further implementation of the framework took place January and February 2021 with both the working- and steering group of the project. Both parties agreed to work towards further inception of the developed framework via a launch event at a time Ireland is out of the immediate pandemic crisis. Initial plans are in the make for late spring/early summer.

Deliverable 5, Reporting on International Workshops

The original workplan included the organisation of one international workshop in the final phase of the project in Dublin. However, during the kick-off meeting of the project it was decided it would be functional to set up an International Advisory Board which would meet virtually (due to the COVID-19 pandemic) at two key moments in the project, and to closely align the work with the expertise of the European Commission's Expert Group on HSPA. As a result, two international workshops were held with the International Advisory Board (on March 11th 2020 and on October 26th 2020), on one

meeting was held with EU Expert Group on HSPA (on October 26th 2020). At all three events the meetings were organised and hosted by the DoH and HSE, and co-host by the AMC R&D team. Deliverable 5 reports on all three meetings.

Deliverable 6, Semi-populated HSPA Framework

Deliverable 6 demonstrates the outcomes cluster of the framework populated with existing data as an illustration. It covers a subset of indicators in this cluster based on data availability. Specific data sources, breakdowns and visualizations should be chosen based on the specific function (purpose of use). The modality of reporting (dashboard, report, etc.) should also be carefully developed with the target use and user in mind. In the file, the original sources of each figure are noted accordingly for further reference. Reference is also made to Deliverable 1: Indicator Passports (Excel) to view the indicator set for this cluster in full.

In a sum, a HSPA framework for Ireland has been developed with a focus on health outcomes data (**Outcome 1**) that can be used by the DoH (1) for public reporting on overall performance to the general public, and (2) to monitor progress and impact of strategic system reforms, and that can be used by the HSE to (3) to signal performance for short-term planning and priority setting across services delivery.

All project results have contributed to enhancing the capacity of Irish authorities to implement the HSPA Framework and to produce the first HSPA report (**Outcome 2**). Nevertheless, the AMC R&D team will remain available to support the next phase of implementation as deemed appropriate and useful by the DoH and HSE.