



Rialtas na hÉireann
Government of Ireland

Sláintecare.

Right Care. Right Place. Right Time.

Sláintecare Action Plan 2023



Sláintecare Implementation
Strategy & Action Plan 2021 - 2023



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Foreword

Minister of Health



The shared vision of Sláintecare, and as set out in the Programme for Government, is to introduce a universal health and social care system where everyone has equitable access to services based on need, and not ability to pay and to deliver safe, quality health and social care services that meet the needs of our growing population, and attracts and retains the very best healthcare clinicians, managers, and staff.

Significant progress was made last year in achieving that vision, and I am delighted now to present the 2023 Sláintecare Action Plan. This Sláintecare Action Plan 2023 comprises Sláintecare programmes, projects and Programme for Government priorities and is aligned to the HSE's National Service Plan and key policies, national strategies and initiatives and will build on what has been achieved to date. Our focus in 2023 will continue to be on improving access, outcomes and affordability for patients by increasing the capacity and effectiveness of the workforce, infrastructure and delivery of patient care.

In 2023, we will introduce the Public-only Consultant Contract, a key step in removing private care from public hospitals. We will implement the Waiting List Action Plan 2023 and deliver ambitious targets for sustained reductions in acute scheduled care waiting lists and waiting times.

We will continue the "shift to the left" through the Enhanced Community Care (ECC) programme, designed to enable the reorientation of service delivery towards general practice and community-based services, thereby providing health services closer to people's homes and reducing pressure on acute hospitals. Almost all Community Healthcare Networks, Community Specialist Teams have now been established and we expect to see a real impact on delivery in 2023.

We are committed to progressing the elective hospitals programme in Cork, Galway and Dublin and in parallel the new surgical hubs in Cork, Galway, Limerick, Waterford and Dublin to help tackle waiting lists on a shorter-term basis.

We will continue to progress key digital and eHealth solutions, a new Digital Health Strategic Framework and continue the foundational changes and realignment of community and acute services through Regional Health Areas.

This Sláintecare Action Plan 2023 is the third and final in the Sláintecare Implementation Strategy & Action Plan. Much remains to be done however and this year we will also prepare our next multi-annual strategy to commence in 2024. This work will begin early in 2023.

Sláintecare implementation will be undertaken in an open and transparent way. The minutes of the Sláintecare Programme Board will continue to be published as a matter of course and the co-chairs of the Programme Board will continue to engage with the Joint Committee on Health on a regular basis. We are all trying to build a better, more equitable health system for all and through continued collaboration, spirit and support and engagement from and with key partners and stakeholders, together we can achieve this.

Introduction

The vision for healthcare set out in the Programme for Government is Universal healthcare, a public health service which provides the people with access to high quality, affordable care when they need it. The 2017 Sláintecare Report is an essential element in making this vision a reality. The Programme for Government supports Sláintecare as well as adding measures to realise universal healthcare.

This Sláintecare 2023 Action Plan sets out the ongoing reform priorities aligned with the Programme for Government, the Sláintecare Implementation Strategy & Action Plan 2021–2023, Department of Health priorities and the HSE's National Service Plan 2023.

On 14 May 2021, the HSE suffered a major ransomware cyber attack which caused all of its IT systems nationwide to be shut down. It was the most significant cybercrime attack on an Irish state agency and the largest known attack against a health service computer system. The system recovered from this attack but the event caused significant disruption to services and impacted on some of the reform works underway.

Throughout the COVID-19 pandemic and the cyber attack, work progressed on the implementation of the reform priorities notwithstanding the fact that there were some inevitable impacts on timelines, as responding to the pandemic and maintaining service provision had to be prioritised.

Progress in implementing the reform programme continued throughout 2022 and some major milestones achieved in 2022 are:

Key Highlights (Sláintecare and Programme for Government):

- **Regional Health Areas:** Government approval was given, in April 2022, on next steps, the programme of work, and timelines for Regional Health Areas (RHAs) implementation.
- **Waiting Lists:** Overall reductions were complemented by significant reductions in waiting times. In 2022, the overall number of patients exceeding the Sláintecare maximum wait time targets recommended in the 2017 Oireachtas Report (10 weeks OPD, 12 weeks IPDC / GI Scope) decreased by 11%.
- The new **Sláintecare Consultant Contract** was approved by Government in December 2022.
- **Expansion in eligibility** including: Acute public in-patient charges for children under 16 years were abolished in all public hospitals from 21 September 2022 and funding allocated in Budget 2023 to provide for the abolition of all public inpatient hospital charges.
- **Elective Hospitals** received formal Government **approval-in-principle** for the Preliminary Business Case for the Programme as well as the Project-level Business Cases for **Cork and Galway**.
- 2,400 **healthcare workers have been recruited** to the Enhanced Community Care (ECC) Programme, establishing 94 of the planned 96 Community Healthcare Networks (CHNs) and 21 Community Specialist Teams for Older Persons and 21 specialist teams for Chronic Disease Management.
- The **GP Direct Access to Diagnostics** scheme provides a direct referral pathway for GPs to allow their patients access diagnostic scans. It delivered over 250,000 diagnostics in 2022.

Key Highlights (additional Programme for Government):

- A total of 970 **additional acute beds** have been delivered since January 2020. Latest figures from the HSE confirm that there are 14,508 beds in acute settings (including obstetrics and psychiatric beds) against a target of 13,600 beds identified in the Health Service Capacity Review.

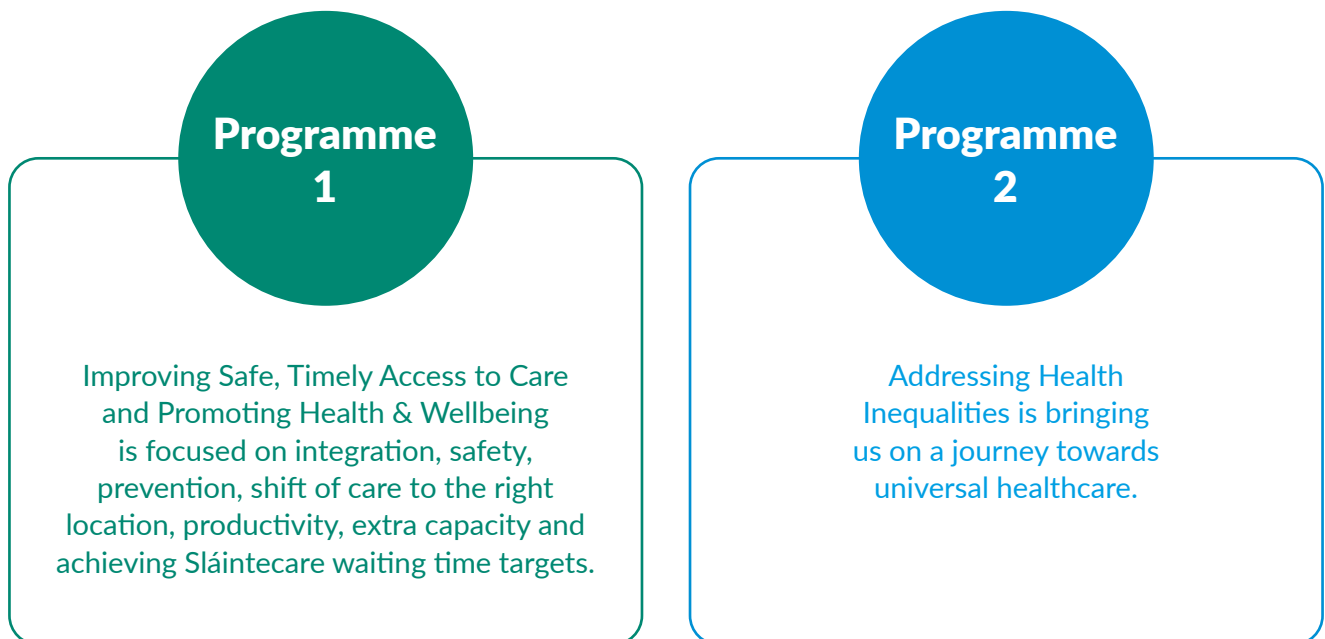
- **Critical care capacity** now has 323 beds, which represents an increase of approximately 25% over the 2020 baseline of 258 beds. This also means that Phase 1 of the Critical Care Strategy is now delivered and progress underway to deliver Phase 2.
 - **There are 17,298 more WTE** working in our health service than there were in January 2020 – this includes an additional 4,592 nurses and midwives, 2,654 health & social care professionals and 1,758 doctors and dentists.
 - **Waiting Lists:** Without the intervention of the 2022 Waiting List Action Plan, active hospital waiting lists would have increased by 42% to over 1 million people. Instead, there were c.1.56 million patients removed and c.1.53 million patients added to hospital waiting lists during 2022 – a net reduction of c.30,000 people (4.1%) to c.690,000.
 - **Expansion in eligibility** including:
 - A free contraception scheme for women aged 17-25 was launched on 14 September 2022 and will be expanded to 26-year-olds on 1 January 2023.
 - The Drug Payment Scheme threshold was reduced twice in 2022. From €138 per month in 2018, the threshold has now reduced to €80 per month.
 - A **free national STI home-testing scheme** was introduced by the HSE in October 2022.
 - 21.02m of home support hours were delivered in 2022.
 - The **National Stop Smoking Clinical Guideline** was published in January 2022.
 - Sharing the Vision Implementation Plan 2022 – 2024 was published in March 2022.
 - **Major Trauma Centre services** commenced 2022 at the Mater Misericordiae University Hospital and on track to start at Cork University Hospital from early 2023.
 - The **National Forensic Mental Hospital in Portrane** opened in November 2022.
 - €11m in 2022 secured 149 **Advanced Nurse and Midwife Practitioner** new additional posts for the health service.
 - The **1st National Nursing Home Experience Survey** was launched in March 2022 and results were published in November 2022.
 - **Health Performance Visualisation Platform (HPVP)** phase 1 was deployed to 19 hospitals.
 - A **Framework for the design and delivery of post-natal hubs** was finalised and approval for the development of five hubs at Kerry, Kilkenny, Cork, Sligo and Portlincorney was agreed.
 - The **Traveller Health Action Plan** was launched on the 28 November 2022.
 - Agreement for **additional undergraduate places in medicine** from September 2022 onwards was reached with Irish Medical Schools.
- Full progress made on the 2022 reform programme is set out in the Sláintecare Implementation Strategy & Action Plan Progress report 2022¹.

1 [gov.ie/slaintecare-progress-report-2022](https://www.gov.ie/slaintecare-progress-report-2022)

Sláintecare Reform Programmes 2021 – 2023

Two Reform Programmes have been prioritised for focused implementation:

- Reform Programme 1 – Improving Safe, Timely Access to Care, and Promoting Health & Wellbeing
- Reform Programme 2 – Addressing Health Inequalities -towards Universal Healthcare



Eleven associated projects have been developed across these two programmes aligned with those reforms set out in Sláintecare, Programme for Government priorities, and key national strategies, policies and initiatives.



Reform Programme 1

Improving Safe, Timely Access to Care, and Promoting Health & Wellbeing focusing on - integration, safety, prevention, shift of care to the right location, productivity, extra capacity and reduction of waiting lists, **including:**



Project 1

Implement the Health Service Capacity Review (2018) including Healthy Living, Enhanced Community Care and Hospital Productivity



Project 2

Scale and mainstream Integration Innovation



Project 3

Streamline Care Pathways, from prevention to discharge



Project 4

Develop Elective Ambulatory Care Centres in Dublin, Cork, and Galway



Project 5

Implement a Multi-annual Waiting List Reduction Plan



Project 6

Implement the eHealth Programme



Project 7

Remove private care from public hospitals
- implement the Sláintecare Consultant Contract

Reform Programme 2

Addressing Health Inequalities focusing on - moving towards Universal Healthcare, **including:**



Project 1

Develop a Population Health Approach for Service Planning and Funding



Project 2

Rollout Sláintecare Healthy Communities Programme



Project 3

Develop Regional Health Areas



Project 4

Implement Obesity Policy and Action Plan 2016 - 2025

These Reform Programmes will involve the work, support, and active engagement of key partners, including the Department of Health, other government departments, their agencies, in particular the HSE, health and social care workers and their representative organisations, community and voluntary organisations, and the private sector.

Implementation & Governance

Sláintecare Governance and Oversight

The Sláintecare Programme Board was established in 2021 to drive the principles of Sláintecare reform throughout the health and social care service. The Board is co-chaired by the Secretary-General of the Department of Health (DoH) and Chief Executive Officer of the Health Service Executive (HSE) and provides senior official interagency oversight of the Sláintecare reform programme. The Programme Board also comprises the joint leads of the reform projects from the Department's Management Board and the HSE's Executive Management Team, as appropriate.

The key roles of the Programme Board include, to:

- Provide leadership, direction, oversight, support and guidance to the Sláintecare reform programme to ensure a coordinated, integrated, effective approach across DoH and HSE.
- Ensure effective communication and information sharing across all aspects of the programme and its constituent projects, throughout the DoH and HSE, and with all key stakeholders.
- Ensure an integrated approach and planning framework is developed for all projects with appropriate timelines, deliverables and milestones and assignment of appropriate responsibility/expertise to lead the delivery of the project.

- Receive formal progress updates from the Management Board / Executive Management Team project leads, monitor overall implementation progress and address escalated matters.
- Serve as the escalation path to resolve issues and make resource changes to the scope of a project if necessary.
- Ensure the Sláintecare reform programmes are adequately resourced and supported.

The Programme Board is expected to meet five times in 2023. The Minutes of the Board meetings are published on the Department website (www.gov.ie/en/publication/fbc36-slaintecare-programme-board/).

The co-chairs of the Sláintecare Programme Board attend the Joint Committee on Health (JCH) on a bi-monthly basis on matters specifically relating to the implementation of Sláintecare. Four meetings with the JCH have been provisionally scheduled for 2023 in relation to Sláintecare.

Detailed updates on the implementation of Sláintecare, which has the support of and is overseen by the Department of an Taoiseach, will be provided through the Cabinet Committee on Health, chaired by the Taoiseach, on a bi-monthly basis.

Sláintecare Governance and Reporting Structure



Sláintecare Programme Management Office

Sláintecare delivery is supported by the work of the Sláintecare Programme Management Office (PMO). Its role includes:

- Ongoing monitoring and reporting on the delivery and progress of the agreed annual Sláintecare Action Plan and overall Sláintecare Implementation Strategy & Action Plan 2021 -2023.
- Delivery of all PMO tasks focused on supporting effective programme management of Sláintecare reforms.
- Supporting Sláintecare governance through provision of an effective secretariat to the Programme Board.
- Supporting Departmental preparations for attendance at Joint Oireachtas Health Committee meetings.
- Development of Progress Reports, annual Sláintecare Action Plans and multi-annual Sláintecare Implementation Strategy.
- Building a programmatic approach and project management capacity across the Sláintecare projects and driving a results-focused approach to delivery of the Sláintecare reform programme.

Communications & Progress Reporting

Our overarching objective for the Sláintecare communications and engagement programme in 2023 is to communicate the Sláintecare reform programme clearly so that it is easy for public and staff to understand and embrace.

To ensure effective communication and information sharing across all aspects of the programme and its constituent projects we will:

- Publish minutes of the Programme Board on the Department of Health website as a matter of course.
- Provide regular updates on the implementation of Sláintecare to the Joint Oireachtas Committee on Health.
- Publish the Sláintecare Action Plan 2023 and progress report for the year setting out progress on plans and implementation.
- Provide regular updates on Sláintecare implementation to healthcare staff through staff newsletters and social media channels.

Sláintecare Action Plan 2023

This Sláintecare 2023 Action Plan sets out the ongoing reform priorities aligned with the Programme for Government, the Sláintecare Implementation Strategy & Action Plan 2021–2023, Department of Health priorities and the HSE’s National Service Plan 2023.

The detailed plan is set out below and includes key deliverables to progress the implementation of our two key reform programmes, Improving Safe, Timely Access to Care and Promoting Health & Well-Being, and Addressing Health Inequalities – Towards Universal Healthcare.

Key areas of focus for 2023 include:

Enhanced Community Care

The Enhanced Community Care (ECC) programme of reform represents a population-based approach to the expansion of primary and community care and, importantly, its integration with the acute hospital sector, providing health services closer to people’s homes and reducing pressure on acute hospitals.

By the end of 2022, 94 of the 96 Community Healthcare Networks (CHNs) and 21 of 30 Community Specialist Teams for Older people and 21 of 30 CSTs for Chronic Disease Management had been established under the Programme. It is expected that all CHNs and CSTs will be established in 2023. It is projected that the impacts of these networks and teams over a full year will enable between 16,000 and 21,000 ED avoidances.

Waiting Lists

The 2023 Waiting List Action Plan developed by the Department of Health, HSE and NTPF was published in March 2023. The 2023 Plan will allocate €363 million in funding to deliver ambitious targets for sustained reductions in acute scheduled care waiting lists and waiting times, as well as progressing longer-term reforms. This is part of the total of €443 million allocated to addressing waiting lists in Budget

2023, with the other €80 million funding various community/primary care initiatives. The 2023 Waiting List Action Plan is the continuation of a multi-annual approach to reducing and reforming waiting lists. It will build on the momentum delivered in 2021 and 2022 to reduce waiting list backlogs and waiting times, and close the capacity gaps in specialties and hospitals that create unacceptably long waiting lists.

Regional Health Areas (RHAs)

The Government is committed to the implementation of Regional Health Areas (RHAs), as outlined in the Programme for Government. A memorandum on next steps, programme of work, and timelines for RHA implementation was approved by Government in April 2022.

A draft of the detailed Implementation Plan is currently being reviewed and refined. The Implementation Plan will contain a summary of the rationale for RHAs, descriptions of the relative roles of the forthcoming RHAs, the HSE Centre and the Department of Health and will set out the clear, practical steps that will be taken for implementation. It will pave the way towards implementation of the RHAs from 2024.

Consultant Contract

The new Sláintecare Consultant contract will be introduced. The contract will only permit holders to engage in public care within the public hospital system and is central to the delivery of the goal of universal, single-tier healthcare in Ireland.

Workforce Planning

The Department is currently focused on the development of the Health and Social Care Workforce Strategy and Action Plan and Planning Projection Model. This will provide demand and supply projections of numbers required in medicine, nursing and HSCPs spanning short- (3-5 years), medium- (5-10 years) and long-term (18-20 year) time horizons.

Work is currently underway to advance model development. The main challenge concerns unanticipated delays on data access and constraints on data coverage. Initial workforce planning projections are due to be completed in quarter 3 of 2023.

The key outcome of this work is that the Department will have the tools, processes, and technical capacity to produce rolling health and social care workforce planning action plans and implement targeted policy measures for health and social care workforce reform.

Elective Hospitals

The National Elective Ambulatory Strategy agreed by Government in December 2021 will continue to be implemented through Government approval of a Preliminary Business Case for Dublin and progressing the development of new elective hospitals in Cork, Dublin and Galway through the detailed design, planning and procurement phase of the elective hospitals programme in line with the Public Spending Code.

In parallel, the development of new surgical hubs in Cork, Limerick, Galway, Waterford and Dublin will be progressed.

Sláintecare Integration Innovation Fund (SIIF)

Projects selected under Round 2 of the SIIF to test innovative care pathways/initiatives and eHealth transformation solutions are underway. These projects will be progressed during 2023 and a launch of Round 3 of the SIIF fund is planned for quarter 3.

eHealth

Sláintecare highlighted the need for investment in digital health solutions and electronic health records as key enablers for reform of the health service.

Through successive budgets over the past three years, funding for digital health to fund additional staff, systems, licensing and to build cyber resilience has increased significantly, but further investment will be required to facilitate integrated electronic health records as recommended under Sláintecare.

The Department is in the process of refreshing the 2013 eHealth Strategy taking on board experience from other countries, developments in the digital health industry, the expectations of patients and healthcare professionals, the fact that the population and patients are now better connected, government policy under the Harnessing Digital Strategy, EU and international obligations. The revised strategy will provide a clear direction for digital health to 2030 and underpin the case for further investment beyond what has been put in place to date.

Key initiatives for 2023 include:

- Publish the Digital Health Strategic Framework 2023-2030 in April to align with Government's Harnessing Digital and update current eHealth strategy. The HSE will publish a corresponding Digital Health Strategic Implementation Plan in 2023.
- Progress the Electronic Health Record for Community programme (ICCMS) through the public spending code approval process.
- Mobilise the Shared Care record programme as an essential enabler to delivering Summary and Shared Care Electronic Health Records for all.
- Develop roadmap and investment case for Electronic Health Record (EHR) deployment.

The key deliverables in 2023, for each of the eleven projects of the two reform programmes are detailed by quarter in the tables below.

Sláintecare Action Plan 2023

Reform Programme 1: Improving Safe, Timely Access to Care, and Promoting Health & Wellbeing				
Project/ Workstream	Q1 Deliverables	Q2 Deliverables	Q3 Deliverables	Q4 Deliverables
Project 1 Implement Health Service Capacity Review (HCR 2018) Implementation Progress & Capacity Review		Secure resources and commence progress assessment of implementation of Health Service Capacity review (2018)		Complete draft report on HCR refresh to inform 2024 planning
Project 1 Implement Health Service Capacity Review (HCR 2018) Workstream 1 Healthy Living		Progress eLearning training to frontline staff on Making Every Contact Count brief intervention in line with plan		Provide eLearning training to 5,700 frontline staff on the Making Every Contact Count brief intervention
Workstream 1 Healthy Living				Scope and develop a digital intervention to support reduced alcohol consumption by the general population using professional and community online support

Reform Programme 1: Improving Safe, Timely Access to Care, and Promoting Health & Wellbeing				
Project/ Workstream	Q1 Deliverables	Q2 Deliverables	Q3 Deliverables	Q4 Deliverables
Workstream 1 Healthy Living (Physical Activity)		Report on progress to implement the Physical Activity Referral pathway to support referrals to physical activity programmes		Implement the Physical Activity Referral Pathway to support referrals to physical activity programmes with funded organisation outside the health services in partnership with Sport Ireland Renew and refresh the National Physical Activity Plan while strengthening support for physical activity participation.
Workstream 1 Healthy Living (Women's Health)	Review Period Poverty expressions of interest and allocate funding for projects.			
Workstream 1 Healthy Living				Launch the National Mental Health Promotion Plan
Workstream 2 Enhanced Community Care (ECC) (96 CHNs)	Complete recruitment to enable full operationalisation of all 96 CHNs			Report on the operation and the impact of 96 CHNs
Workstream 2 Enhanced Community Care (ECC) (Community Specialist teams)		Complete recruitment to enable full operationalisation of all 30 CSTs for older people and 30 CSTs for chronic disease		Report on the operation and the impact of 30 CSTs for older people and 30 CSTs for chronic disease

Reform Programme 1: Improving Safe, Timely Access to Care, and Promoting Health & Wellbeing				
Project/ Workstream	Q1 Deliverables	Q2 Deliverables	Q3 Deliverables	Q4 Deliverables
Workstream 2 Enhanced Community Care (ECC) (Recruitment of 1,005 WTE to complete programme)	Optimise recruitment to close out the ECC Programme 3,500 during 2023			
Workstream 2 Enhanced Community Care (ECC) (Data capture & Analysis)	Report on collection of ECC metrics on a quarterly basis			
Workstream 2 Enhanced Community Care (ECC) (Data capture & Analysis)			Commence implementation and roll out of the interim ICT solution and capital infrastructure Programme	Report on the progress of the roll out of the interim ICT solution Develop and seek approval of Public Sector Spending Code (PSC) Business Case for an Integrated Community Case management System (ICCMS) that provides clinical and operational functionality required to support integrated care across community services

Reform Programme 1: Improving Safe, Timely Access to Care, and Promoting Health & Wellbeing				
Project/ Workstream	Q1 Deliverables	Q2 Deliverables	Q3 Deliverables	Q4 Deliverables
Workstream 2 Enhanced Community Care (ECC) (Integrated General Practice Service)			Complete Strategic Review of GP Services setting out measures to ensure sustainable GP services.	Based on the Strategic Review of GP services, prepare proposals for a response, including consideration of resource requirements.
Workstream 2 Enhanced Community Care (ECC) (Older Persons Care – Statutory Home Scheme)	Finalise CES/HSE evaluation of Home Support Pilot	Complete the recruitment of all approved posts for the National Home Support Office and progress in line with plan	Establish the National Home Support Scheme Office	
Workstream 2 Enhanced Community Care (ECC) (Older Persons Care - Home support)		Establish a new framework and pricing for the provision of publicly funded home support services		
Workstream 2 Enhanced Community Care (ECC) Older Persons Care - (Home Support)			Agree finalised regulations for home support providers and collaborate with HIQA on National Standards Development Bring Heads of Bill, Memo for Government and Regulatory Impact Analysis on home support providers to Government for approval	

Reform Programme 1: Improving Safe, Timely Access to Care, and Promoting Health & Wellbeing

Project/ Workstream	Q1 Deliverables	Q2 Deliverables	Q3 Deliverables	Q4 Deliverables
Workstream 2 Enhanced Community Care (ECC) (Older persons care - Introduction of interRAI assessments)		Complete recruitment of 128 interRAI Care Needs Facilitators		Transition to a position in 2023 whereby, from December 2023, 60% of all new home support care needs assessments undertaken by community staff using the standardised care needs assessment tool.
Workstream 2 Enhanced Community Care (ECC) Older persons support				Finalise new operational model and implementation plan for publicly funded residential community care
Workstream 2 Enhanced Community Care (ECC) Older persons support			Develop and finalise a comprehensive reform strategy for future Day Service provision in Ireland for submission to the HSE Board for consideration and approval	
Workstream 2 Enhanced Community Care (ECC) (Disability Services)			Commission a review of Rehabilitative Training Services Nationally to understand impact of service and future structures	Expand the National demonstrator project by establishing 2 additional Community Neuro-Rehabilitation Teams in CHO 2,4,6 & 7

Reform Programme 1: Improving Safe, Timely Access to Care, and Promoting Health & Wellbeing				
Project/ Workstream	Q1 Deliverables	Q2 Deliverables	Q3 Deliverables	Q4 Deliverables
Workstream 2 Enhanced Community Care (ECC) (Disability Services)				Establish 66 new family forums and 9 CHO family representative groups to ensure service user and family participation in child disability network team service development at national /regional and local levels
Workstream 2 Enhanced Community Care (ECC) (Disability Services)			Complete engagement with DPER and other departments on draft Disability Action Plan 2023 – 2026	Launch and publish Disability Action Plan 2023 - 2026 Put in place delivery and oversight mechanisms and commence oversight of implementation Initiate work on specific supporting actions set out in the Action Plan
Workstream 2 Enhanced Community Care (ECC)				Provide an update on progress of the Personalised Budget Pilot
Workstream 2 Enhanced Community Care (ECC) (Mental health)	Oversee the implementation of Connecting for Life, including oversight of the development and monitoring of the 2023 Connecting For Life implementation plan, the coordination of 9 Department of Health action under the strategy throughout 2023 & update on progress on a quarterly basis.			

Reform Programme 1: Improving Safe, Timely Access to Care, and Promoting Health & Wellbeing

Project/ Workstream	Q1 Deliverables	Q2 Deliverables	Q3 Deliverables	Q4 Deliverables
Workstream 2 Enhanced Community Care (ECC) (Mental health)				Commission an evaluation of the current Connecting for Life strategy to guide the development of a successor strategy in 2024
Workstream 2 Enhanced Community Care (ECC) (Mental health)	Monitor all service developments related to youth mental health. Oversee service improvements in CAMHS arising from Maskey report and associated audits and reviews. Report on progress on a quarterly basis.			
Workstream 2 Enhanced Community Care (ECC) (Mental health)		Recruit a new Assistant National Director (AND) Consultant Clinical Lead for Child and Youth Mental Health		Implement Crisis resolution services across 5 existing pilot sites and complete interim evaluation report
Workstream 2 Enhanced Community Care (ECC) (Mental Health)				Publish a National Mental Health Services Research and Evaluation Strategy Progress the Mental Health Bill
Workstream 2 Enhanced Community Care (ECC) (Mental Health)	Support National Implementation and Monitoring Committee (NIMC) for Sharing the Vision and production and publication of quarterly Implementation Monitoring reports. Progress implementation of HSE and non-HSE, Sharing the Vision recommendations within DoH and with external stakeholders			

Reform Programme 1: Improving Safe, Timely Access to Care, and Promoting Health & Wellbeing				
Project/ Workstream	Q1 Deliverables	Q2 Deliverables	Q3 Deliverables	Q4 Deliverables
Workstream 2 Enhanced Community Care (ECC) (Mental Health)			Implement agreed models of care (older persons & dual diagnosis) in three pilot sites each	Implement CAMHS hubs and Crisis Resolution Services across 5 pilot sites and complete an interim evaluation report
Workstream 2 Enhanced Community Care (ECC) (Women's Health)			Complete the review of the Maternity and Infant Scheme in line with the National Maternity Strategy Implementation Plan	Design and implement 3 Woman's Health Hubs as proof of concept
Workstream 2 Enhanced Community Care (ECC)		Finalise the draft adult safeguarding policy for public consultation		
Workstream 3 Hospital Productivity		Report on progress to implement increases in acute and critical care bed capacity		Deliver new and replacement acute bed capacity in line with plan (209 beds) Complete the delivery of additional Critical Care bed capacity in line with plan – (increase by an additional 28 beds)

Reform Programme 1: Improving Safe, Timely Access to Care, and Promoting Health & Wellbeing

Project/ Workstream	Q1 Deliverables	Q2 Deliverables	Q3 Deliverables	Q4 Deliverables
Workstream 3 Hospital Productivity		Expand the initial phase of major trauma services at MTC at MMUH, and commence the acceptance of secondary transfer from other hospitals across the Network Commence the initial phase of Major Trauma Services at CUH		Plan the development of Trauma Unit with Specialist Services at UHG and the Trauma Units in the Central Trauma Network at Our Lady of Lourdes Hospital, Drogheda and in the South Trauma Network at UHW
Project 2 Scale and Mainstream Integration Innovation		Commence monthly monitoring and report progress on Round 2 projects.		Ongoing monthly monitoring and report progress on Round 2 projects.
Project 2 Scale and Mainstream Integration Innovation		Launch Learning Network for Round 2 SIF projects		
Project 2 Scale and Mainstream Integration Innovation	Commence EOI process to select themes for SIF Round 3 projects.	Launch call out and commence appraisal for SIF Round 3 projects	Complete appraisal and commence contracting of SIF Round 3 projects.	Complete contracting and commence monitoring of Round 3 SIF projects.
Project 2 Scale and Mainstream Integration Innovation				Commence EOI process to select themes for Round 4 SIF projects

Reform Programme 1: Improving Safe, Timely Access to Care, and Promoting Health & Wellbeing				
Project/ Workstream	Q1 Deliverables	Q2 Deliverables	Q3 Deliverables	Q4 Deliverables
Project 3 Streamline Care Pathways, from prevention to discharge	Implement seven prioritised scheduled care pathways and measure impact on additional OPD activity and report on progress on a quarterly basis.			
Project 4 Develop Elective Centres in Dublin, Cork, and Galway			Finalise detailed business case, project brief and procurement strategy for the delivery of Cork and Galway Elective Hospitals	Seek Gate 2 (pre-tender) approval for the Cork and Galway elective hospitals
Project 4 Develop Elective Centres in Dublin, Cork, and Galway		Oversee progression of preliminary business case for Dublin through Public Spending Code Gate 1, including coordination of IGEEES, EAP and MPAG reviews and submit business case for GATE 1 approval		Seek Gate 2 (pre-tender) approval for Dublin

Reform Programme 1: Improving Safe, Timely Access to Care, and Promoting Health & Wellbeing

Project/ Workstream	Q1 Deliverables	Q2 Deliverables	Q3 Deliverables	Q4 Deliverables
Project 5 Implement a Multi-annual Waiting Lists Reduction Plan	Complete oversight, monitoring and reporting of delivery of 2022 Waiting List Action Plan (WLAP) Prepare, approve and publish 2023 Waiting List Action Plan	Continue to implement the 2023 WLAP under the governance of the Waiting List Task Force, reporting on progress of implementation of all actions	Continue to implement the 2023 WLAP under the governance of the Waiting List Task Force, reporting on progress of implementation of all actions.	Complete implementation of all actions in the 2023 WLAP as part of the multi-annual waiting list approach to reduce and reform waiting lists and times Plan for development of the 2024 Waiting List Action Plan as the next stage of the multi-annual approach to reducing and reforming waiting lists and times - incorporating progress and lessons learned from the 2023 WLAP
Project 6 Implement the eHealth Programme		Prepare and submit Digital Health Strategy and Implementation plan		Deliver eHealth programme targets defined in the approved 2023 ICT and eHealth Capital Plan
Project 6 Implement the eHealth Programme		Report on progress on digital solutions to support clinical and corporate functions including through SIIF Round 2 Theme 8 Digital Innovation		Progress digital solutions to support clinical (point of care) and corporate functions including through SIIF Round 2 Theme 8 Digital Innovation

Reform Programme 1: Improving Safe, Timely Access to Care, and Promoting Health & Wellbeing				
Project/ Workstream	Q1 Deliverables	Q2 Deliverables	Q3 Deliverables	Q4 Deliverables
Project 6 Implement the eHealth Programme	Complete General Scheme and Regulatory Impact Analysis (RIA) and publish the Health Information Bill by quarter 4 2023. Report on progress on a quarterly basis.			
Project 6 Implement the eHealth Programme				Implement Phase 2 of the Health System Performance Assessment Framework (HSPA) in line with agreed plan and timeframe
Project 6 Implement the eHealth Programme			Deliver GP Laboratory eOrdering solution to 4 pilot sites – Galway, Waterford, Navan, Beaumont	Deliver a modern digital cloud-based desktop experience for 80% of users
Project 7 Remove private care from public hospitals – implement the Sláintecare Consultant Contract	Implement the public-only Consultant Contract			

Reform Programme 2: Addressing Health Inequalities – towards Universal Healthcare

Project/ Workstream	Q1 Deliverables	Q2 Deliverables	Q3 Deliverables	Q4 Deliverables
Project 1 Develop a Citizen Care Masterplan Workstream 2 Population needs assessment	Establish structures to develop population-based resource allocation methods	Complete inclusion health framework to guide provision of healthcare services for socially excluded groups		
Workstream 2 Population needs assessment			Progress healthcare services for people who are homeless that support their exit from homelessness (e.g. Housing First)	
Workstream 3 Development of Population-Based Resource Allocation Funding Model (PBRA)			Agree PBRA model	
Workstream 4 Develop policy proposal and options for a plan to achieving universal eligibility		Approval and enactment of legislation to remove the acute public in-patient charge of €80 for all public patients in all public hospitals. Commence expansion of GP Visit Cards to people where median household income is €46,000 or less		Report on the expansion of GP Visit Cards to people where median household income is €46,000 or less

Reform Programme 2: Addressing Health Inequalities – towards Universal Healthcare				
Project/ Workstream	Q1 Deliverables	Q2 Deliverables	Q3 Deliverables	Q4 Deliverables
Workstream 4 Develop policy proposal and options for a plan to achieving universal eligibility	Work with the DoH and stakeholders on the extension of GP cover for children aged 6 / 7 years, expansion of eligibility for free GP visit cards			
Workstream 4 Develop policy proposal and options for a plan to achieving universal eligibility				Approval and enactment of legislation to expand access to medical cards for persons who are terminally ill
Workstream 4 Develop policy proposal and options for a plan to achieving universal eligibility				Undertake scoping work for a strategic review of eligibility policy and the implementation of appropriate amendments to the eligibility framework.
Workstream 4 Develop policy proposal and options for a plan to achieving universal eligibility				In collaboration with the Women's Health Taskforce and Executive, expand the free contraception scheme to women and girls aged 16-30 in 2023 and provide increased supports for period poverty mitigation

Reform Programme 2: Addressing Health Inequalities – towards Universal Healthcare

Project/ Workstream	Q1 Deliverables	Q2 Deliverables	Q3 Deliverables	Q4 Deliverables
Workstream 6 Workforce Planning			Work in collaboration with DFHERIS and Higher Education sector to increase undergraduate supply in Medicine, Nursing & Midwifery and Health and Social Care Professions in September 2023.	
Workstream 6 Workforce Planning			Identify the most appropriate model for community nursing and midwifery in Ireland, following completion of both a mapping of current community nursing and midwifery resources and a review of international evidence	Following the successful completion of Pilot testing (submission of 12-month impact report), submit a National Policy for Safe Staffing and Skill Mix in Long Term Residential Care Settings for Older Persons to the Minister.
Workstream 6 Workforce Planning		Progress development of a Framework for Safe Nurse Staffing and Skill Mix in Community Care Settings using an appropriate and evidence based model for community nursing and midwifery.		Submit an evaluation of the Framework for Safe Nurse Staffing and Skill Mix in Community Care Settings for the Minister's consideration

Reform Programme 2: Addressing Health Inequalities – towards Universal Healthcare				
Project/ Workstream	Q1 Deliverables	Q2 Deliverables	Q3 Deliverables	Q4 Deliverables
Workstream 6 Workforce Planning				Oversee, co-ordinate, and report on Implementation of the recommendations of the Report of the Strategic Workforce Advisory Group on Home Carers & Nursing Home Health Care Assistants
Workstream 6 Workforce Planning				Oversee implementation of final stage of reformed public health model as envisaged in Crowe Howarth report.
Workstream 6 Workforce Planning			Increase postgraduate medical education and training places and supply of medical professionals in collaboration with HSE NDTP and key stakeholders in the context of the Forum of Postgraduate Medical Training Bodies Strategic Framework 2021–2030 with a focus on (i) medical workforce planning (ii) reform of medical education and training, (iii) policies to support recruitment and retention of doctors.	Report on progress of the Report and recommendations of the National Taskforce on NCHD Workforce which aims to improve NCHD structures and supports at clinical site level in Ireland.

Reform Programme 2: Addressing Health Inequalities – towards Universal Healthcare

Project/ Workstream	Q1 Deliverables	Q2 Deliverables	Q3 Deliverables	Q4 Deliverables
Workstream 6 Workforce Planning		Complete Health & Social Care Strategy & Action Plan	Develop Health and Social Care Workforce Planning Projection Model and Gap Analysis	Report on recommendations for health and social care workforce reforms
Project 2 Implement Sláintecare Healthy Communities Programme				Deliver targeted initiatives through 20 Sláintecare Healthy Communities to address health inequalities including: <ul style="list-style-type: none"> • Smoking Cessation services • Healthy food made easy courses • Social prescribing • Parenting courses
Project 2 Implement Sláintecare Healthy Communities Programme			Rollout of healthy community initiatives funded by “Seed Funding”	Strengthen provision of supports for health and wellbeing at local level through the Sláintecare Healthy Communities Programme

Reform Programme 2: Addressing Health Inequalities – towards Universal Healthcare				
Project/ Workstream	Q1 Deliverables	Q2 Deliverables	Q3 Deliverables	Q4 Deliverables
Project 3 Develop Regional Health Areas	Finalise and agree implementation plan for RHAs		Finalise and agree the organisational structure and associated processes and relationships for HSE national and RHAs Commence recruitment of 6 RHA CEOs Commence recruitment of 6 RHA Senior Management Teams	Complete the redefinition of existing CHO/HG geographical boundaries aligned with RHA boundaries to include associated changes regarding HR and Finance
Project 3 Develop Regional Health Areas				Progress RHA Implementation Oversight & Actions in line with plan
Project 4 Implement Obesity Policy and Action Plan 2016-2025			Establish specialist weight management service for children and young people in CHO 5 & 7 with a view to testing the approach	
Project 4 Implement Obesity Policy and Action Plan 2016-2025		Report on progress of implementation of the Obesity Action Plan		Progress the implementation of the Obesity Policy Action Plan with particular focus on healthy weight campaign, food reformulation and developing healthy eating guidelines for specific audiences.

Enabling Programmes

Project/ Workstream	Q1 Deliverables	Q2 Deliverables	Q3 Deliverables	Q4 Deliverables
Patient Safety and Quality Initiatives				Deliver the expanded National Care Experience Programme suite of surveys, embedding patient experience as a key measure within the system through the HSPAF quality domain.
Public and political engagement and empowerment		Establish a working group to develop an implementation plan on better engagement – The Health Services Patient Engagement Road Map Launch, with equal HSE/ Patient representative membership	Publish the first monthly nationally representative survey reporting on public levels of trust in the HSE	
Public and political engagement and empowerment				Deliver an integrated communications and engagement programme to support the rollout of the RHA's and design an effective operating model for RHA communications teams
Public and political engagement and empowerment	Prepare and Publish 2022 progress report Prepare and publish Sláintecare Action Plan 2023	Initiate engagement to inform development of Sláintecare Implementation Strategy & Action Plan 2024 – 2026		Finalise and publish Sláintecare Implementation Strategy & Action Plan 2024 – 2026

Enabling Programmes				
Project/ Workstream	Q1 Deliverables	Q2 Deliverables	Q3 Deliverables	Q4 Deliverables
Public and political engagement and empowerment		<p>Communicate on progress of key initiatives including:</p> <ul style="list-style-type: none"> • Healthy Ireland – Healthy Weight and Citizen Engagement • Women’s Health Action Plan • Waiting Lists Action Plan • Implementation of Regional Health Areas 		<p>Communicate on progress of key initiatives including:</p> <ul style="list-style-type: none"> • Healthy Ireland – Healthy Weight and Citizen Engagement • Women’s Health Action Plan • Waiting Lists Action Plan • Implementation of Regional Health Areas • Sláintecare Integration Fund webinars & Learning Network meetings

Risk Identification & Management

Risk management is a key enabling support to the effective delivery of Sláintecare reform programmes and projects. The Sláintecare Programme Management Office (SPMO) have developed clear guidelines, based on best practice, for the identification and management of risks for the Sláintecare Programmes and projects.

Each Sláintecare project lead will support the preparation and delivery of a risk register and risk mitigation plan for their project. The SPMO risk co-ordinator will collate the highest rated risks from each project risk register and consolidate into the Sláintecare Programme risk register as well as identifying any other high-level risks that could impact on the delivery of the reform programme.

The Sláintecare Programme Board will review the Sláintecare programme risk register and risk mitigation plans as part of the regular PB progress reviews and will address any key matters requiring their support.

Appendix

Glossary of terms

AND	Assistant National Director	IGEES	Irish Government Economic Evaluation Service
CDM	Chronic Disease Management	IHI	Individual Health Identifiers
CHN	Community Healthcare Network	JCH	Joint Committee on Health
CHO	Community Health Organisation	LTI	Long Term Illness
CST	Community Specialist Team	MDTs	Multi-disciplinary Teams
CUH	Cork University Hospital	MMUH	Mater Misericordiae University Hospital
DCEDIY	Department of Children, Equality, Disability, Integration and Youth	MPAG	Major Projects Advisory Group
DFHERIS	Department of Further and Higher Education, Research, Innovation and Science	MTC	Major Trauma Centre
DoH	Department of Health	NCHD	Non-Consultant Hospital Doctors
DPER	Department of Public Expenditure and Reform	NIMC	National Implementation Monitoring Committee
EAP	External Assurance Process	NTPF	National Treatment Purchase Fund
ECC	Enhanced Community Care	OPD	Outpatient Department
ED	Emergency Department	PB	Programme Board
EHR	Electronic Health Record	PBC	Preliminary Business Case
EOI	Expression of interest	PBRA	Population-Based Resource Allocation
HCR 2018	Health Service Capacity Review	PMO	Programme Management Office
HSCP	Health and Social Care Profession	RHA	Regional Health Areas
HSE	Health Service Executive	RIA	Regulatory Impact Assessment
HSPA	Health System Performance Assessment	SIIF	Sláintecare Integration Innovation Fund
HSPAF	Health System Performance Assessment Framework	STI	Sexually Transmitted Infection
ICCMS	Integrated Community Case Management System	UHG	University Hospital Galway
ICPOP	Integrated Care Programme for Older Persons	UHW	University Hospital Waterford
		WLAP	Waiting List Action Plan
		WTE	Whole Time Equivalent



