



An Roinn Sláinte  
Department of Health

# Progress in the Development and Implementation of Health Regions

**November 2023**

# Background



# Sláintecare Reform Programme

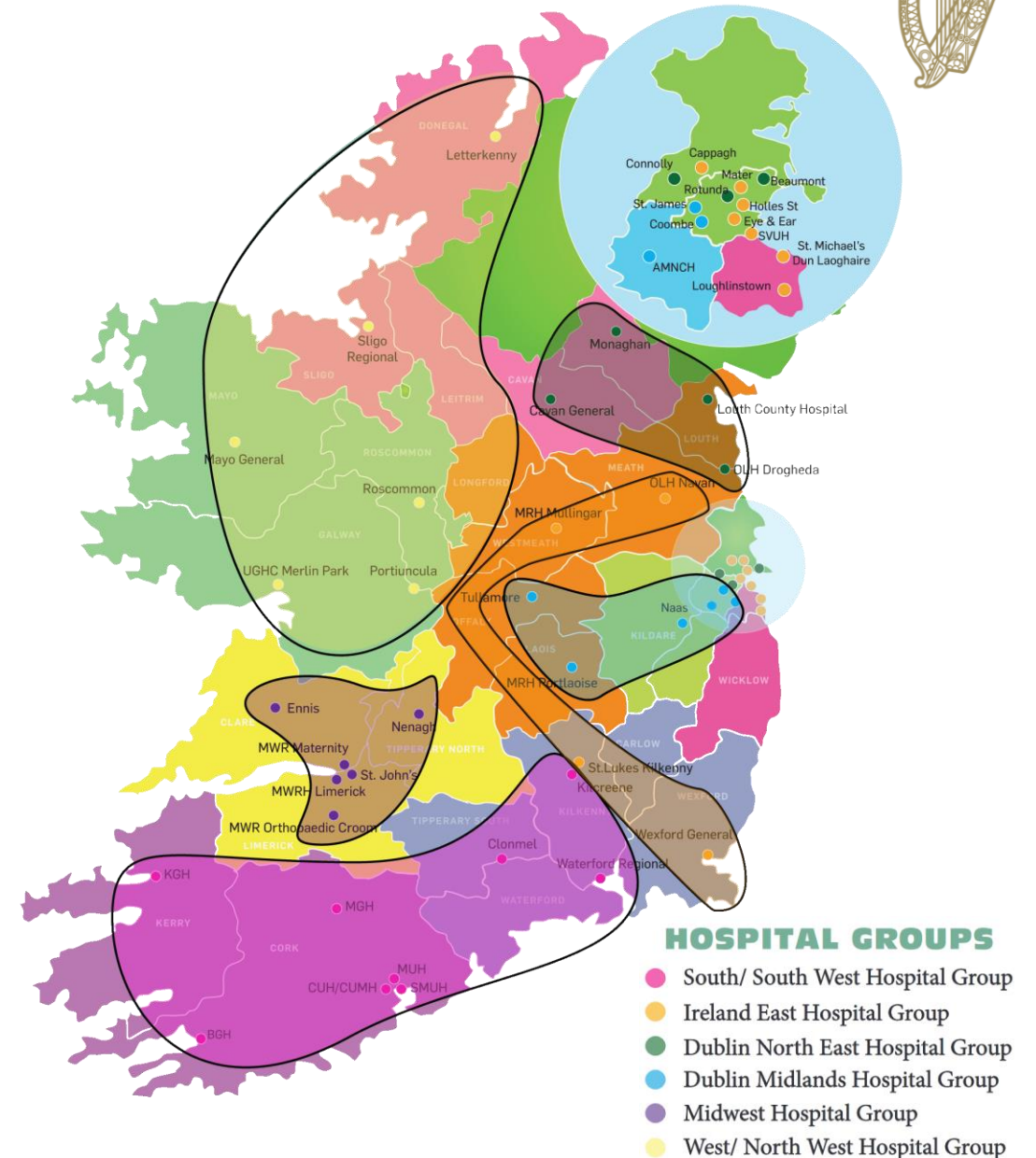


- Promote health and wellbeing and prevent illness
- Enhance community care and capacity
- Improve hospital productivity and capacity
- Integrate care between settings
- Provide care on the basis of need, not ability to pay
- Reduce waiting times

**Right Care. Right Place. Right Time.**

# The Case for Change

- Public health and social care largely provided through 7 Hospital Groups (HGs) and 9 Community Healthcare Organisations (CHOs).
- These are independent delivery structures which do not overlap in terms of **management, geographies, clinical and corporate governance, or budgets**.
- Decisions are made along organisational lines, not in line with population health need.
- The governance divide between acute and community services is a significant barrier to implementing **integrated care**, leading to a **fragmented experience** for patients and service users.





# Health Regions

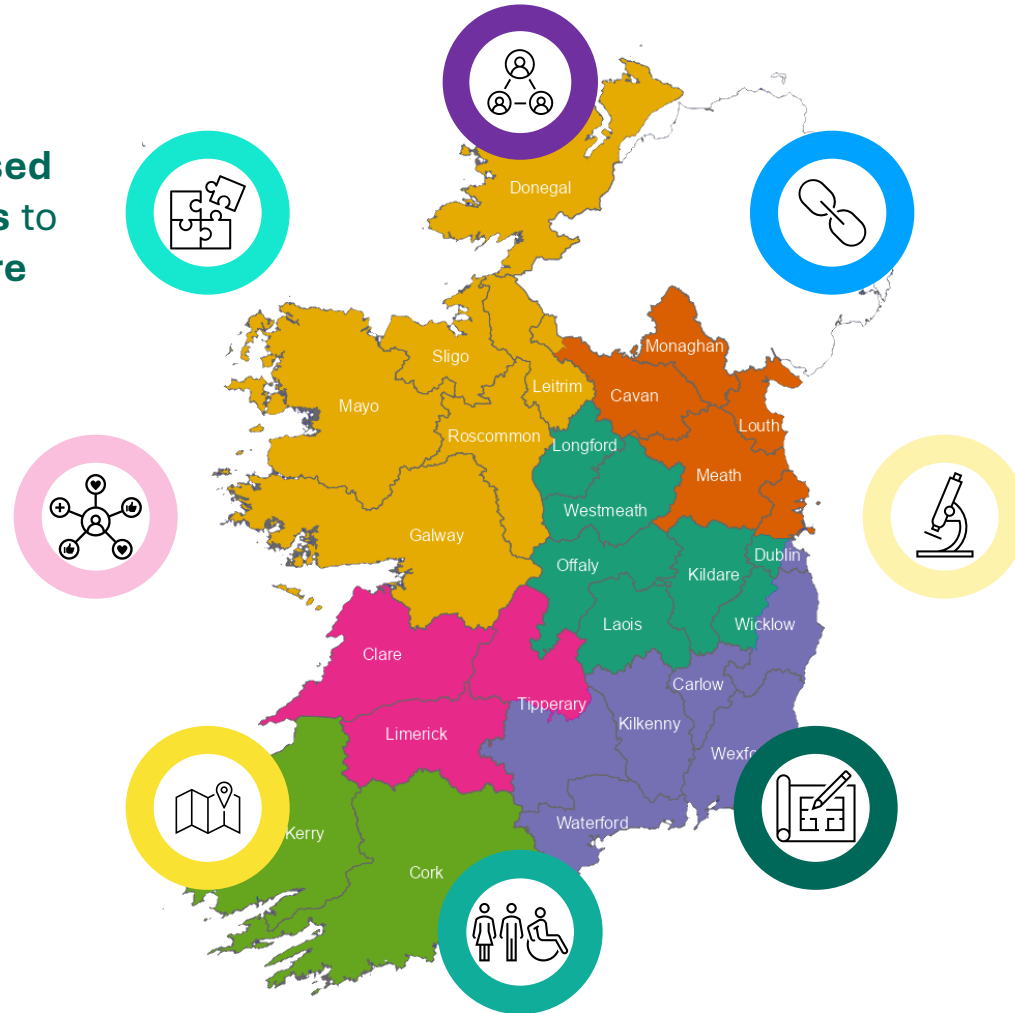
## Objectives and Design

# Strategic Objectives



1. Align and integrate **hospital-based** and **community-based services** to deliver joined-up, **integrated care** closer to home

3. Support a **population-based approach** to service planning and delivery which aims to address **health inequalities**













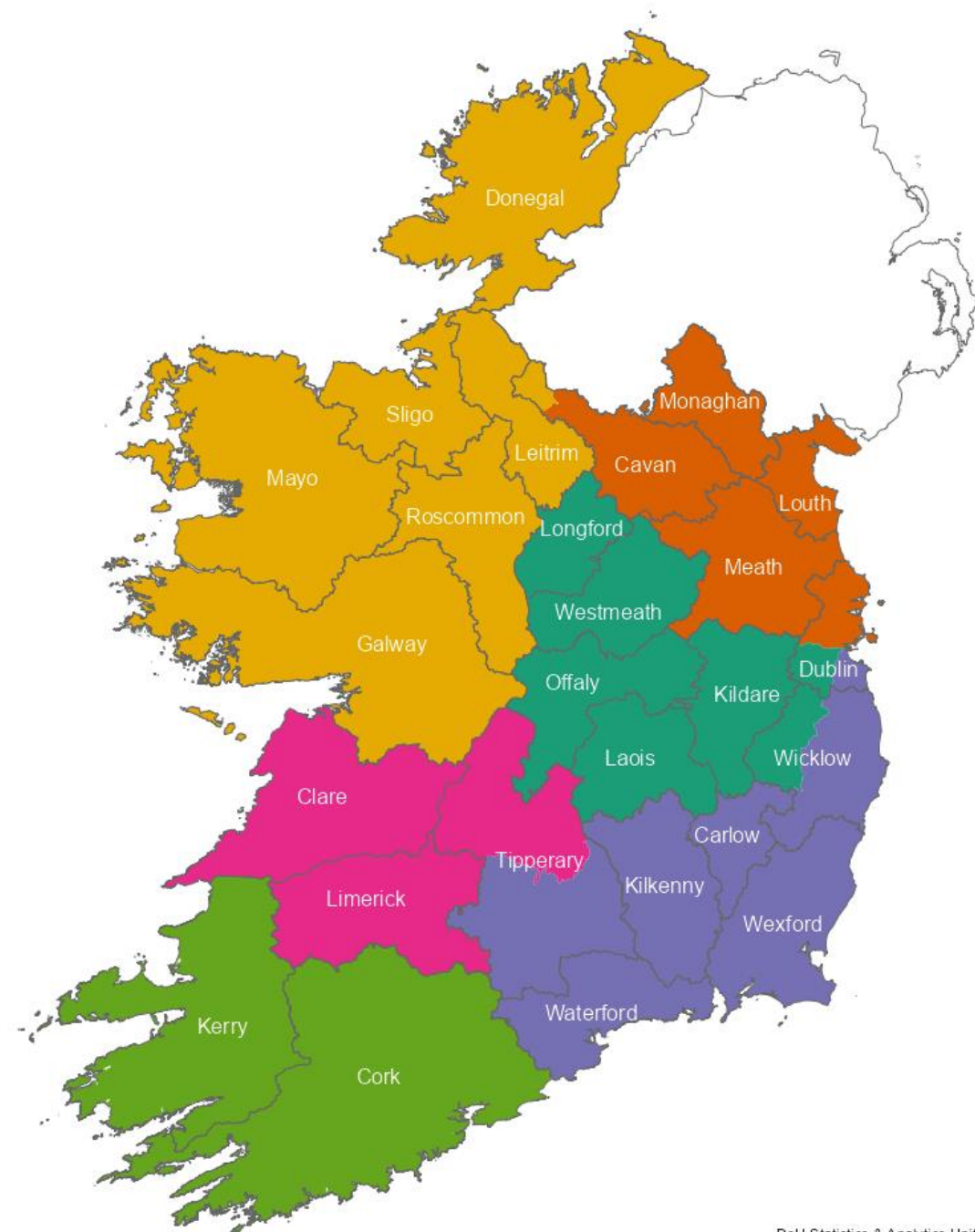
2. Clarify and strengthen **corporate and clinical governance** and accountability at all levels

4. Improve equitable regional investment and balance **national consistency** with appropriate **local autonomy** to maintain consistent quality of care across the country

5. Run an **efficient, highly productive,** and **transparent** health and social care service with aligned incentives to provide people with **timely access to safe, high-quality, integrated care**

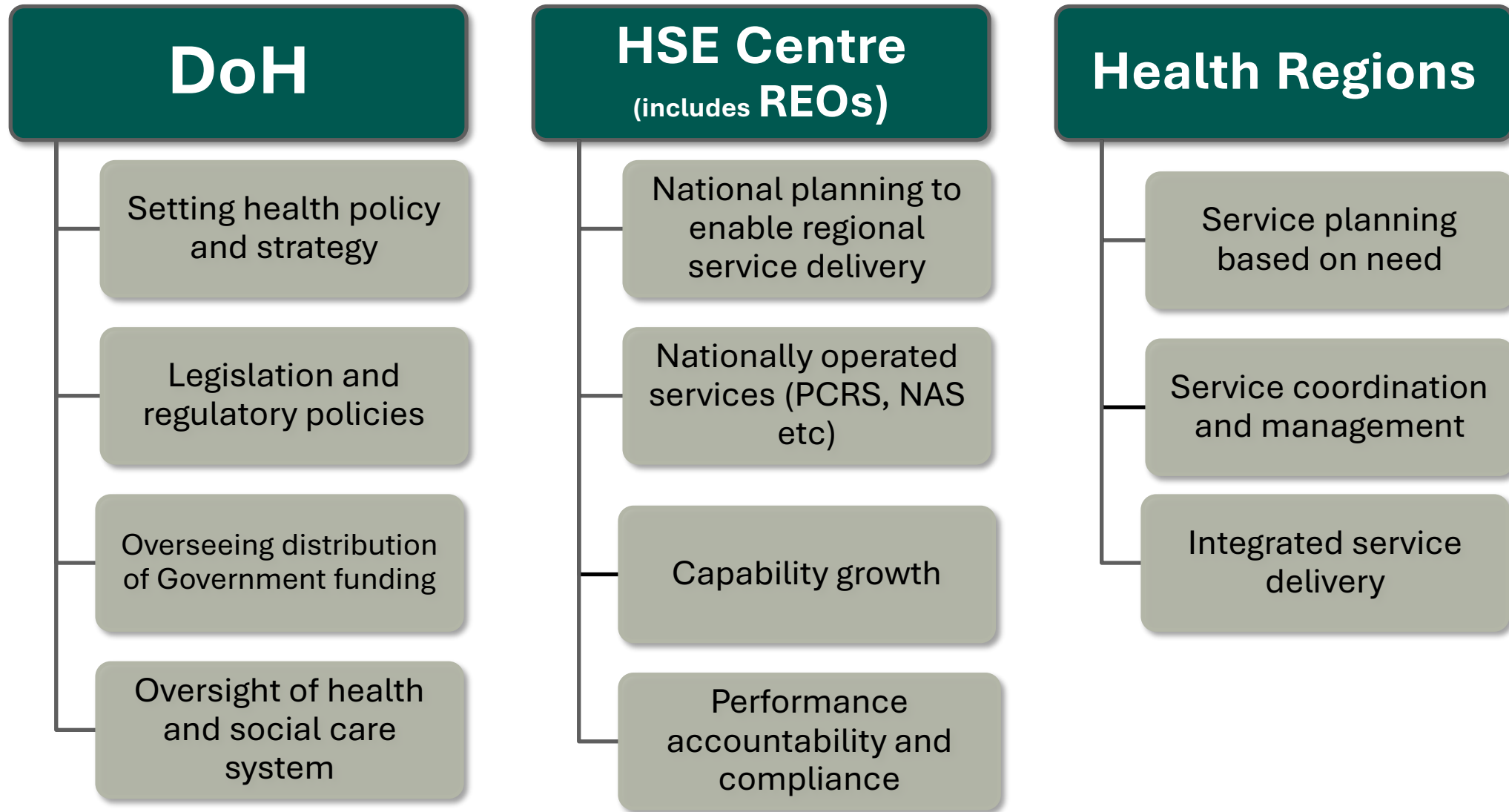
# Health Regions Map

-   **FSS an Iarthair agus an Iarthuaiscirt**  
HSE West and North West
-   **FSS Bhaile Átha Cliath agus an Oirthuaiscirt**  
HSE Dublin and North East
-   **FSS Bhaile Átha Cliath agus Lár na Tíre**  
HSE Dublin and Midlands
-   **FSS an Iarthar Láir**  
HSE Midwest
-   **FSS Bhaile Átha Cliath agus an Oirdheiscirt**  
HSE Dublin and South East
-   **FSS an Iardheiscirt**  
HSE South West



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# Key Roles and Responsibilities





# Reform Milestones



Health Regions are established

## 2022-2023

- RHA Business Case
- Health Regions Implementation Plan
- Workstreams established
- Agree regional structures
- Develop population-based approach to service planning and funding.

## Q1 2024

- REOs in place with accountability for service planning and delivery.
- CHO and HG leadership report in to REOs.
- CHO and HG boundaries are realigned.

## Q2 2024

- Executive Management Teams in place.
- Integrated Service Delivery model rolled out.
- Revised HSE Corporate Plan and NSP development processes agreed.

## Q4 2024

- CHO and HG leadership stood down.

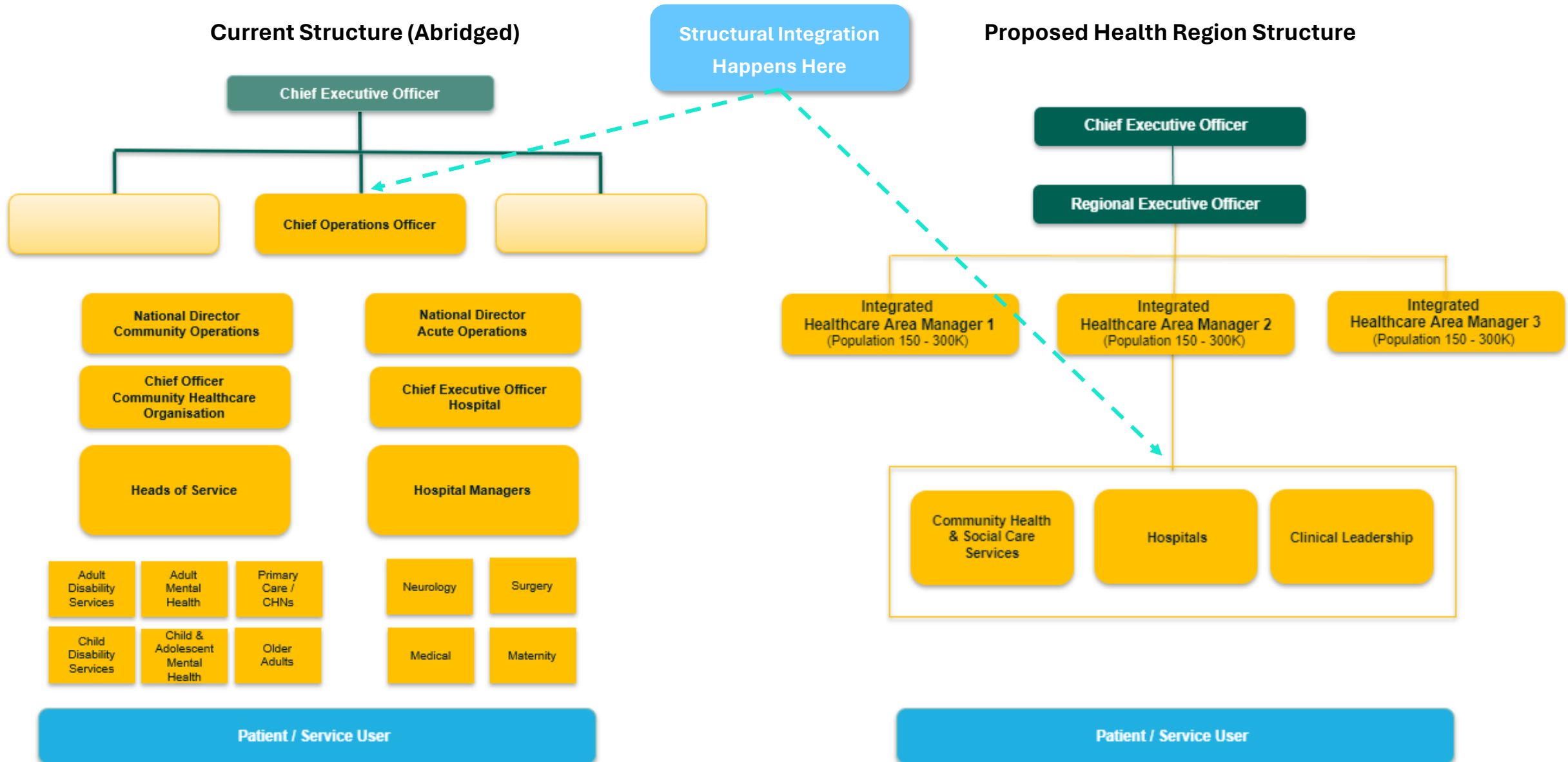
Health Regions will be supported by updated Governance, Functions, and Service Planning processes, strategies and documentation from the DoH and revised HSE Centre.



# Integrated Service Delivery



# Distance between Patients and Point of Integration



# Integrated Service Delivery in the Health Regions



- Integrated care is foundational to ensure that everyone in Ireland can access the right care, at the right time, in the right place, with the right team and has the dual aim of improving both system efficiency, service user experience and outcomes.
- In the Sláintecare Report (May 2017) the Committee on the Future of Healthcare defined integrated care as:

*“Healthcare delivered at the lowest appropriate level of complexity through a health service that is well organised and managed to enable comprehensive care pathways that patients can easily access and service providers can easily deliver. This is a service in which communication and information support positive decision-making, governance and accountability; where patients’ needs come first in driving safety, quality and the coordination of care.”*

- Central to the implementation of the Health Regions is the design of an integrated service delivery model for the health and social care system.

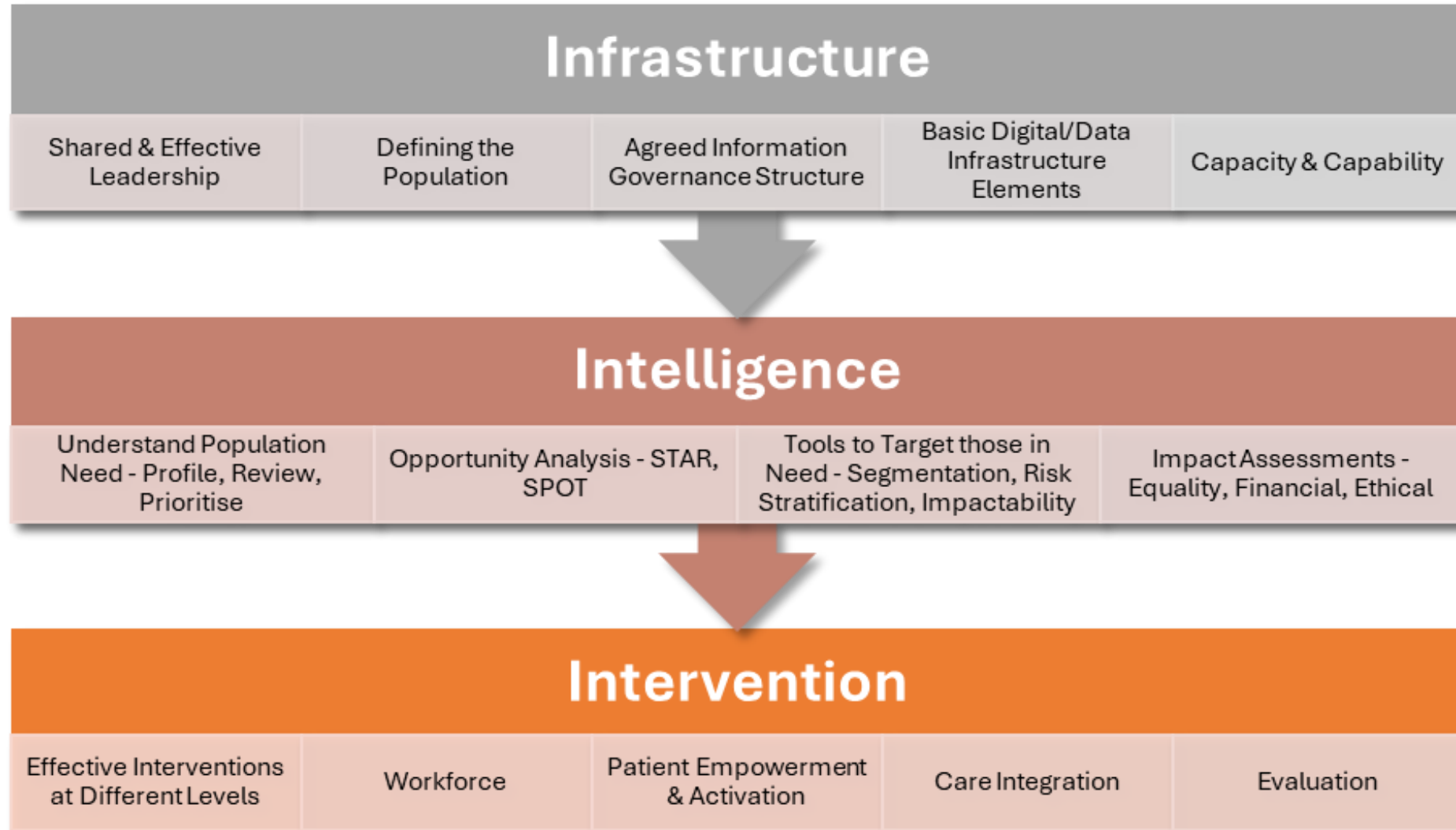


BASED ON THE KING'S FUND VISUALISATION.



# Population Based Service Planning and Funding

# Population Health Management Approach



# Proposed Approach



## Infrastructure

PBP Expert/Advisory Group

Population Profiling

Health Service Capacity Review

SHIF

Digital Health Strategy

Health Information Bill

## Intelligence

HNA

PBRA

## Intervention

Strategic Workforce Planning

Resource Allocation

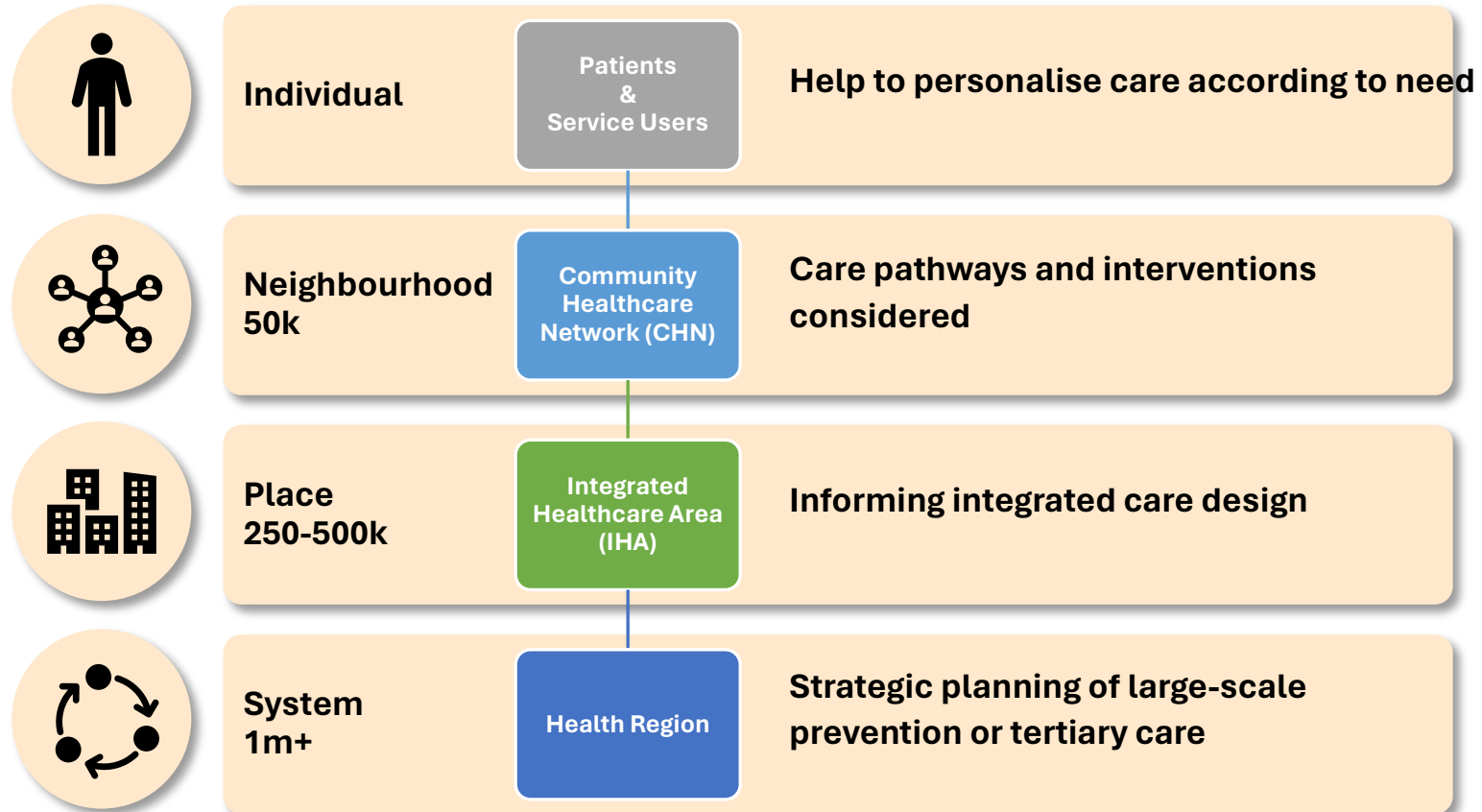
Capital Investment

Service Planning





# Population Health Management Approach



# Spending Review 2022 – Key Findings

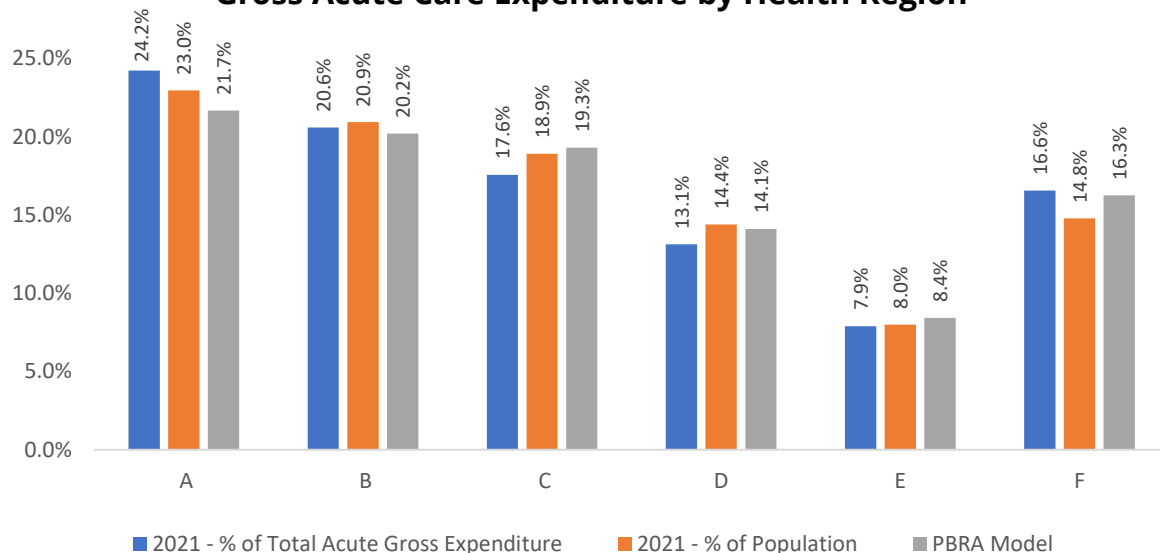


- This paper **recommends** the use of a **needs-adjusted capitation model** to allocate funding to the RHAs. The model adjusts RHA population shares by an **Age-Sex Index, a Deprivation Index, and a Rurality Index**. It is recommended that **only HSE Acutes and Community** expenditure be subject to the PBRA over the short to medium term.
- The results of the PBRA model applied in this paper point to **‘guide’ PBRA expenditure shares being similar to the current budget allocation by RHA.**
- Based on international best practice, several recommendations are made regarding the governance, management, and updating of the PBRA model. These include;
  - **A permanent Advisory Group** for the design and monitoring of the PBRA model.
  - **A Secretariat** to conduct in-depth analysis and assist in improvement of the model.
  - **All work related to these groups should be made publicly available** in the form of detailed published reports.

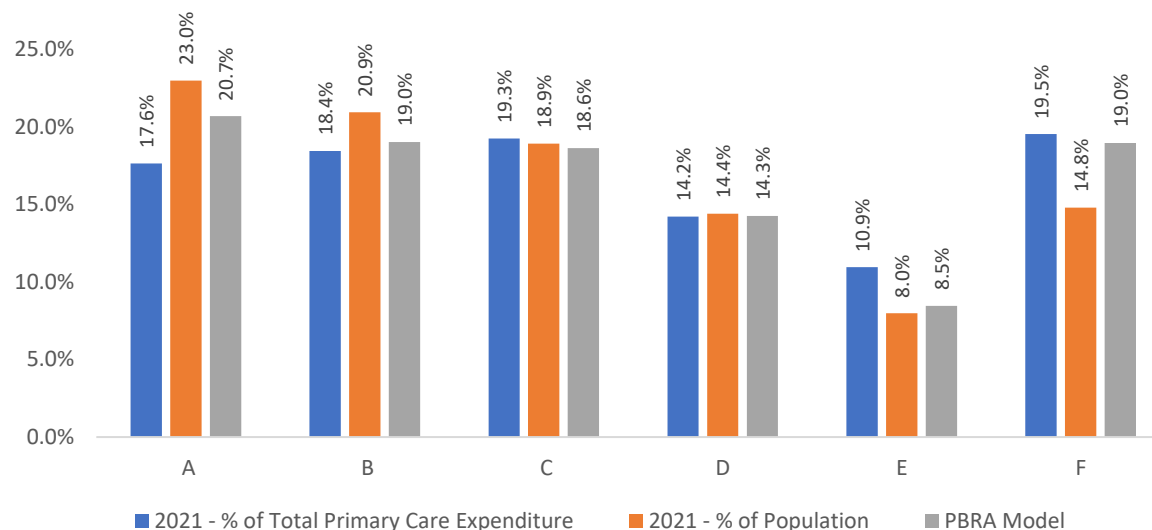
# Spending Review 2022 – Key Findings



### Gross Acute Care Expenditure by Health Region



### Gross Primary Care Expenditure by Health Region



### Estimated allocation of funds subject to PBRA, 2021 funding (€m)

	RHA A	RHA B	RHA C	RHA D	RHA E	RHA F
<b>Acute</b>	1,672	1,422	1,213	905	545	1,144
<b>Primary</b>	152	159	166	123	95	169
<b>Social Inclusion</b>	46	62	14	21	11	10
<b>Palliative</b>	19	33	9	14	13	16
<b>Mental Health</b>	211	170	194	139	76	187
<b>Older Persons</b>	206	171	181	155	93	193
<b>Total</b>	2,306	2,017	1,777	1,357	833	1,719



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**Míle buíochas** *Many thanks*