



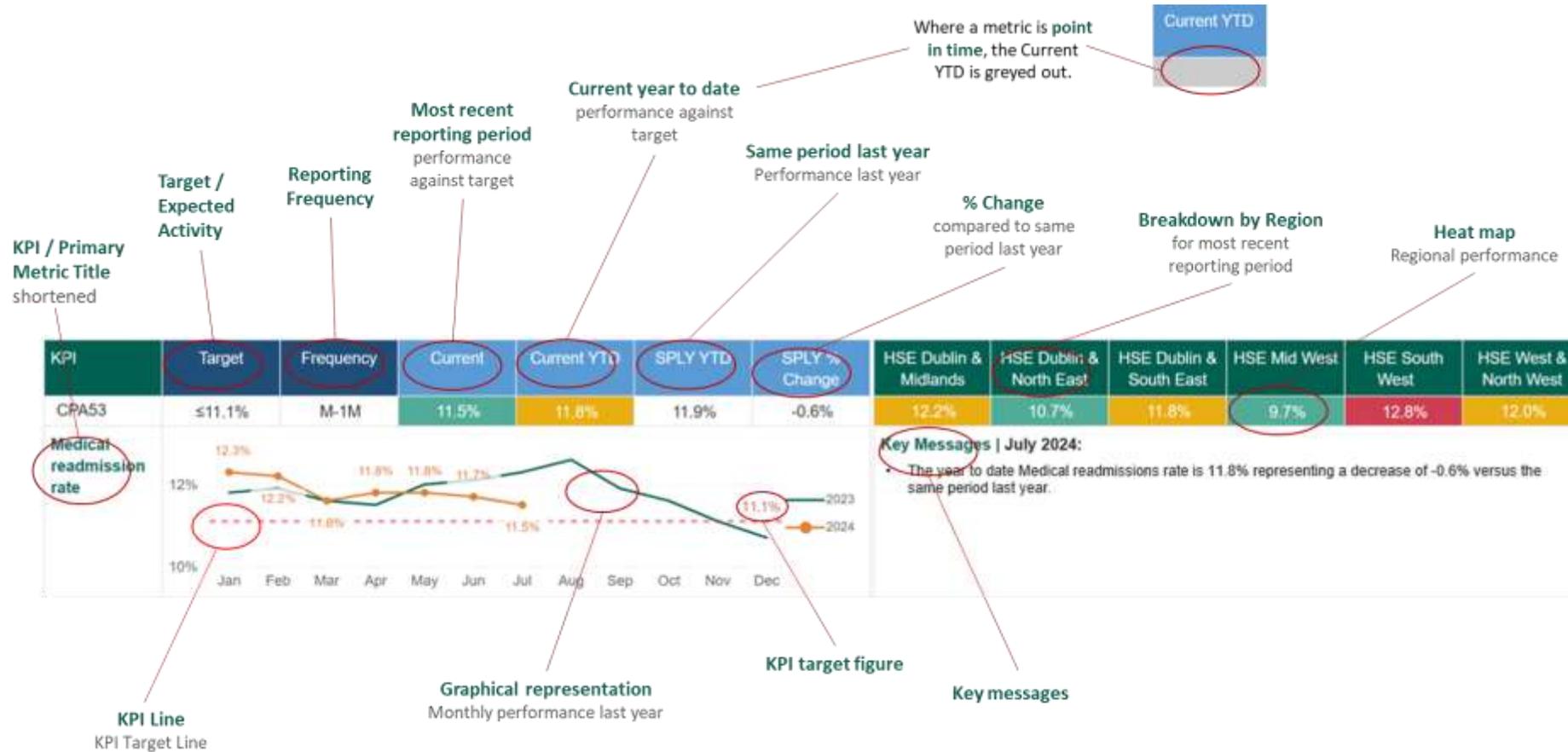
DECEMBER 2025

END OF YEAR REPORT

# NATIONAL PERFORMANCE REPORT

APPROVED BY HSE BOARD – 26 FEBRUARY 2026

# Understanding this report



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The table below provides details on the rulesets in place for the Red, Amber, Green (RAG) rating.  
Note: RAG ratings are based on unrounded results.

Performance RAG Rating	Finance Expenditure RAG Rating	Workforce Absence RAG Rating
<b>Red</b> > 10% of target	<b>Red</b> ≥ 0.75% of target	<b>Red</b> > 4.2% of target
<b>Amber</b> > 5% ≤ 10% of target	<b>Amber</b> ≥ 0.10% < 0.75% of target	<b>Amber</b> > 4% ≤ 4.2% of target
<b>Green</b> ≤ 5% of target	<b>Green</b> < 0.10% of target	<b>Green</b> ≤ 4% of target

RAG ratings & SPLY % Change are calculated on unrounded results

Data illustrative only

# NPR KPI Summary Heatmap

Description		KPI	Target	Frequency	Current	Current YTD	SPLY YTD	SPLY % Change	Page #	HSE Dublin & Midlands	HSE Dublin & North East	HSE Dublin & South East	HSE Mid West	HSE South West	HSE West & North West
Screening	Cervical Check	NSS2	177,000	M	13,116	209,696			6						
	Diabetic Retina Screen	HWB23	127,000	M	12,605	156,404			6						
	Breast Check	HWB77	219,000	M	11,960	173,443			6						
	Bowel Screen	HWB82	151,000	M	10,533	192,139			7						
Vaccine	% Uptake Flu Vaccine ≥ 65 Years Old	HWB105	75%	A(9)	74.7%		75.7%	-1.4%	8						
	Flu Vaccine Healthcare Workers (Acutes)	HWB79	75%	A(9)	45.4%		50.7%	-10.3%	8	49.3%	41.7%	55.4%	42.3%	43.3%	34.5%
Children	MMR Vaccine received at 24 months	HWB8	95%	Q-1Q	86.3%	87.4%	89.6%	-2.5%	9	83.2%	83.8%	88.2%	87.1%	91.7%	87.3%
	% Infants visited by PHN < 72 hrs	PC133	99%	Q	96.8%	97.8%	98.8%	-1.0%	9	95.3%	94.9%	97.3%	100.0%	97.6%	98.0%
	% Children < 12 months assessments on time	PC153	95%	M-1M	88.7%	86.0%	86.6%	-0.7%	9	76.3%	89.8%	91.0%	94.6%	94.9%	94.2%
Quality And Safety	Complaints investigated < 30 days	CO1	75%	Q(Q-1M)	70.6%	68.0%	71.8%	-5.3%	11	79.3%	81.4%	82.6%	55.4%	46.8%	34.1%
	SI Reviews < 125 days of Category 1	QAS09	70%	M(M-4M)	29.6%	35.8%	39.6%	-9.5%	11	51.6%	54.7%	72.9%	10.0%	25.6%	1.9%
	Medical Emergency Re-Admissions	CPA53	≤11.1%	M-1M	12.1%	12.3%	11.9%	+3.1%	12	12.9%	10.9%	12.5%	9.0%	14.9%	12.4%
	Surgical Emergency Re-Admissions	A45	≤2%	M-1M	1.60%	1.90%	1.78%	+6.8%	12	2.87%	1.18%	1.52%	1.97%	1.33%	1.53%
	Staph aureus rate (per 10,000 bed days)	CPA51	<0.7	M	0.7	0.7	0.8	-13.4%	13	0.4	1.3	0.9	0.3	0.5	0.6
	C. difficile rate (per 10,000 bed days)	CPA52	<2	M	2.4	2.4	2.4	-1.3%	13	1.6	2.1	2.0	2.6	3.8	3.0
UFC	Total ED Attendances	A189	1,658,610	M	142,447	1,640,834	1,577,031	+4.0%	15	38,628	30,595	27,220	8,408	14,911	22,685
	Total ED Admissions	A168		M	36,628	420,543	411,307	+2.2%	15	8,363	8,015	7,081	2,634	4,307	6,228
	Total Inpatient Discharges	A3	657,618	M-1M	58,421	643,883	628,691	+2.4%	15	12,734	12,061	10,718	5,513	7,660	9,735
	ED Average 8am Weekly Trolleys	A169	≤280	M	209	266	296	-10.3%	16	37	29	30	21	40	52
	Less than 24hr PET 75+	A96	99%	M	94.59%	93.93%	92.28%	+1.8%	16	96.56%	92.19%	97.44%	94.90%	89.55%	94.92%
	Greater than 24hr PET 75+	A190	1%	M	5.41%	6.07%	7.72%	-21.4%	16	3.44%	7.81%	2.56%	5.10%	10.45%	5.08%
	% Weekend Discharges	A184	17%	M	13.7%	13.2%			17	14.2%	12.6%	13.7%	12.1%	14.7%	14.1%
	Average Daily DTOC	A181	≤300	M	407	409	393	+4.0%	17	71	31	84	25	79	116
	ALOS IP discharges excl LOS >30 days	A39	≤4.8	M-1M	4.8	4.9	5.0	-1.4%	17	4.6	5.3	4.9	4.3	5.0	4.7
Scheduled Care	WL Active Total (IPDC/OPD/GI)	A173		M	753,763		673,962	+11.8%	18	155,274	177,312	154,285	50,429	96,568	119,895
	Additions WL (IPDC/OPD/GI)	A186		M	116,025	1,909,787	1,796,855	+6.3%	18	25,749	26,890	22,297	6,343	15,231	19,515
	Removals WL (IPDC/OPD/GI)	A187		M	125,458	1,829,986	1,795,865	+1.9%	18	27,635	32,819	21,656	6,384	16,447	20,517
	Weighted Average Wait Time 1st Appt OPD	A182	≤5.5	M	13.6		6.8	+99.5%	19	6.2	5.8	8.4	6.1	6.7	6.9
	Weighted Average Wait Time - IPDC/GI	A183	≤5.5	M	5.7		5.3	+7.5%	19	5.3	6.1	5.5	5.5	4.5	6.5
	Total Number WL > 1 y (IPDC/OPD/GI)	A185		M	118,336		102,709	+15.2%	19	21,163	23,044	32,799	6,678	14,656	19,996
	Slaintecare targets % IPDC < 12 weeks	A174	50%	M	41.2%		44.1%	-6.4%	20	40.2%	39.3%	44.4%	34.0%	47.0%	42.0%
	Slaintecare targets % OPD < 10 weeks	A175	50%	M	31.8%		32.3%	-1.7%	20	30.8%	33.0%	28.8%	30.2%	32.7%	35.3%
	Slaintecare targets % GI Scope < 12 weeks	A176	50%	M	54.0%		66.8%	-19.2%	20	57.5%	52.5%	61.1%	37.2%	56.5%	55.0%
	New to Return OPD ratio	A16	1:2	M	1:2.6	1:2.6	1:2.5	+4.4%	21	1:2.7	1:2.6	1:2.3	1:3.4	1:2.4	1:2.8

\*National results for Complaints, SI Reviews, HR and Finance include results for central services

# NPR KPI Summary Heatmap

Description		KPI	Target	Frequency	Current	Current YTD	SPLY YTD	SPLY % Change	Page #	HSE Dublin & Midlands	HSE Dublin & North East	HSE Dublin & South East	HSE Mid West	HSE South West	HSE West & North West
Urgent Planned	Urgent colonoscopy > 4 weeks	A80	0	M	486	6,660	3,623	+83.8%	22	52	5	83	78	34	234
	Bowel Screen > 20 working days	A159		M	179	1,212	559	+116.8%	22	33	60	49	21	2	14
	% Breast Cancer Urgent < 2 weeks	NCCP4	95%	M	64.8%	61.3%	76.3%	-19.7%	23	97.2%	44.9%	100.0%	99.6%	20.5%	47.8%
	% Lung Cancer rapid access	NCCP11	95%	M	94.4%	97.7%	91.9%	+6.3%	23	NR	95.2%	98.5%	81.8%	NR	100.0%
	% Prostate Cancer rapid access	NCCP17	90%	M	89.3%	84.4%	74.6%	+13.2%	23	NR	69.2%	100.0%	100.0%	96.2%	57.9%
Primary Care Therapies	OT - WL for assessment ≤52 weeks	PC101G	95%	M	58.6%		65.4%	-10.4%	24	53.2%	46.4%	74.5%	77.9%	75.2%	57.7%
	Physiotherapy - WL for assessment ≤ 52 weeks	PC100G	94%	M	68.7%		75.4%	-8.8%	24	66.1%	74.2%	59.2%	69.9%	71.1%	74.8%
	SLT - WL for assessment ≤52 weeks	PC116B	100%	M	66.0%		75.5%	-12.6%	24	63.8%	53.0%	66.6%	72.1%	88.8%	94.4%
	Ophthalmology - WL for treatment ≤52 weeks	PC107G	65%	M	58.9%		67.6%	-12.8%	25	98.8%	90.3%	33.3%	56.2%	42.3%	68.2%
	Audiology - WL for treatment ≤52 weeks	PC108G	75%	M	58.2%		64.2%	-9.3%	25	43.0%	58.5%	70.0%	51.0%	90.5%	60.4%
	Dietetics - WL for treatment ≤52 weeks	PC109G	80%	M	75.5%		70.8%	+6.7%	25	48.0%	88.3%	69.8%	86.6%	79.5%	89.7%
	Psychology - WL for treatment ≤52 weeks	PC103G	81%	M	45.7%		52.5%	-13.1%	26	36.4%	52.0%	65.3%	63.9%	32.0%	44.4%
	Podiatry - WL for treatment ≤52 weeks	PC104G	77%	M	53.3%		54.1%	-1.6%	26	100.0%	54.3%	16.6%	40.8%	32.4%	73.7%
Mental Health	% New/RR GA 1st appt. & seen < 12 weeks	MH2	≥75%	M	69.4%	67.4%	66.1%	+2.1%	27	58.2%	62.6%	71.0%	69.6%	70.1%	81.1%
	% New/RR CAMHS 1st appt. & seen < 12 weeks	MH7	≥78%	M	74.8%	64.5%	62.4%	+3.3%	27	74.2%	63.2%	85.5%	83.1%	73.3%	72.5%
	% CAMHS urg refs resp < 3 working days	MH73	≥90%	M	97.5%	96.3%	93.6%	+2.9%	27	100.0%	100.0%	86.7%	100.0%	94.7%	100.0%
Social	Substance Use U18 treatment < 1 week	SI25	100%	Q-1Q	97.9%	96.7%	97.5%	-0.8%	28	100.0%	94.9%	100.0%	NA	100.0%	100.0%
	Homeless assessment < 2 weeks	SI52	86%	Q	83.4%		89.0%	-6.3%	28	94.0%	82.8%	92.1%	60.6%	80.3%	87.3%
NAS	Amb avail for next call < 20 mins of HO	NAS76	75%	M	59.2%	55.9%	48.8%	+14.7%	29						
	Amb HO @ ED < 20 mins of arrival	A158	80%	M	NR	NR			29	NR	NR	NR	NR	NR	NR
OP	No. Home Supports hrs provided - Exc CHS	OP53	24,000,000	M	2,222,126	25,547,545	23,762,774	+7.5%	30	447,684	578,122	392,683	159,564	270,240	373,832
	No. of people in receipt of home support	OP54	60,000	M	60,463		58,546	+3.3%	30	11,795	13,692	11,074	5,658	8,328	9,916
Disabilities	% Child Assessments completed w/in time	DIS3	100%	Q	10.6%	9.7%	10.4%	-6.9%	32	19.9%	3.3%	13.2%	0.0%	7.3%	25.0%
	Assessment of need - no. requests rec'd	DIS1	10K	Q	3,616	13,186	10,690	+23.3%	32	1,030	880	709	76	610	311
	Moved from congregated to comm. setting	DIS55	21	M	4	31	57	-45.6%	32	0	0	1	0	0	3
	No. of residential places for PwD	DIS108	8,695	M	8,911		8,660	+2.9%	33	1,750	2,046	1,567	868	1,182	1,498
	PwD in receipt of day services	DIS78	20,600	BA	20,621		19,524	+5.6%	33	3,574	3,954	4,005	1,765	4,316	3,007
HR	No. of overnights accessed by PwD	DIS57	123,052	Q-1M	31,493	108,199	122,302	-11.5%	33	5,806	8,462	5,868	4,374	5,045	1,938
	% Absenteeism		≤4%	M	7.32%	6.35%	5.73%	+10.70%	35	6.71%	6.36%	6.75%	7.94%	7.23%	8.34%
	% Whole Time Equivalent (WTE) turnover			Q	NR	NR	NR	NR	35	NR	NR	NR	NR	NR	NR
Finance	Net expenditure from limits (pay+non-pay-income)		≤0.1%	M		0.0%			38	0.3%	1.3%	0.7%	2.0%	1.5%	2.8%
	Pay expenditure variance from limits		≤0.1%	M		0.7%			38	-0.4%	0.1%	0.1%	-0.0%	-0.6%	1.5%
	Non-pay expenditure variance from limits		≤0.1%	M		0.2%			38	1.0%	4.6%	2.1%	4.5%	5.7%	3.1%

\*National results for Complaints, SI Reviews, HR and Finance include results for central services



# Healthy Communities

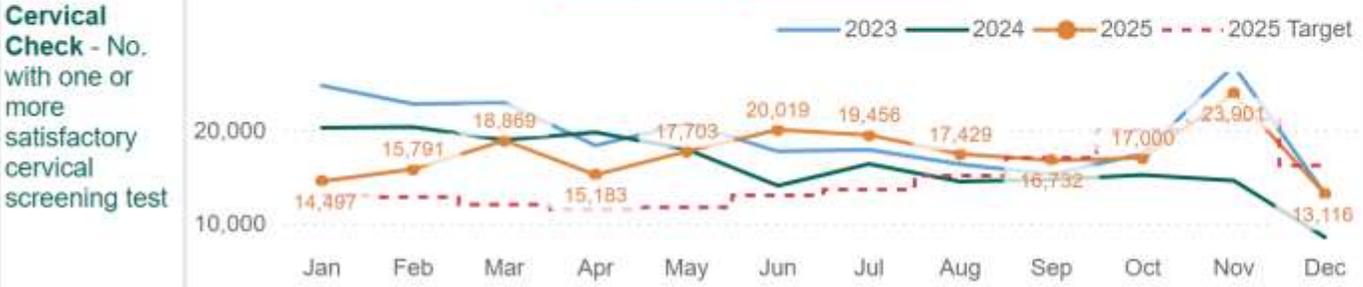
**National Screening Service**

**Vaccination**

**Child Health**

# National Screening Service

KPI	Target	Frequency	Current	Current YTD	SPLY YTD	SPLY % Change	HSE Dublin & Midlands	HSE Dublin & North East	HSE Dublin & South East	HSE Mid West	HSE South West	HSE West & North West
NSS2	177,000	M	13,116	209,696			NA	NA	NA	NA	NA	NA

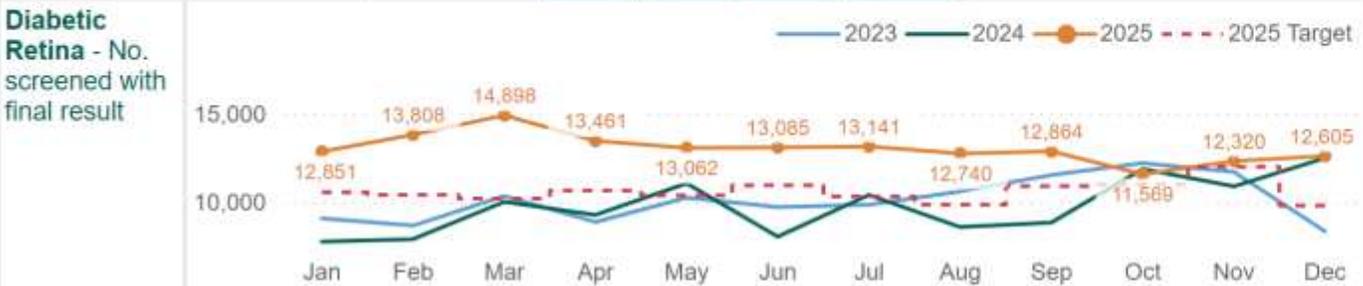


**Key Messages | December 2025**

**Cervical screening aims to prevent cervical cancer by finding cell changes before they develop into cancer. It can also find cervical cancer early when it can be easier to treat.**

- This is reported against a monthly target. The full year target is 177,000.
- At the end of December the number of people who had satisfactory cervical screening tests was above the expected activity for the year to date by 32,696.

KPI	Target	Frequency	Current	Current YTD	SPLY YTD	SPLY % Change	HSE Dublin & Midlands	HSE Dublin & North East	HSE Dublin & South East	HSE Mid West	HSE South West	HSE West & North West
HWB23	127,000	M	12,605	156,404			NA	NA	NA	NA	NA	NA



**Key Messages | December 2025**

**Diabetic eye screening can prevent sight loss. It looks for retinopathy. When this eye disease is found early, treatment can reduce or prevent damage to your eyesight.**

- This is reported against a monthly target. The full year target is 127,000.
- At the end of December the number of diabetic retina tests that were completed with final grading results was above the expected activity for the year to date by 29,404.

KPI	Target	Frequency	Current	Current YTD	SPLY YTD	SPLY % Change	HSE Dublin & Midlands	HSE Dublin & North East	HSE Dublin & South East	HSE Mid West	HSE South West	HSE West & North West
HWB77	219,000	M	11,960	173,443			NA	NA	NA	NA	NA	NA



**Key Messages | December 2025**

**Breast screening aims to find breast cancer early when it can be easier to treat**

- This is reported against a monthly target. The full year target is 219,000.
- At the end of December the number of people that had a completed mammogram was below the expected activity for the year to date by -45,557.

Note: BreastCheck remains under target YTD due to staffing capacity which is 25% below requirements.

# National Screening Service

KPI	Target	Frequency	Current	Current YTD	SPLY YTD	SPLY % Change	HSE Dublin & Midlands	HSE Dublin & North East	HSE Dublin & South East	HSE Mid West	HSE South West	HSE West & North West
HWB82	151,000	M	10,533	192,139			NA	NA	NA	NA	NA	NA



**Key Messages | December 2025**

**Bowel screening can prevent bowel cancer from developing by finding and removing early signs of disease (polyps). It helps to find bowel cancer early when it can be easier to treat.**

- This is reported against a monthly target. The full year target is 151,000.
- At the end of December the number of Bowel Screen FIT tests that were completed was above the expected activity for the year to date by 41,139.

(NSS2, HWB23, HWB77, HWB82)

Due to a 3 week process involved, the current months provisional data and last month's actual data is available at the end of each month following the reporting period (29th/30th)

# Vaccination

KPI	Target	Frequency	Current	Current YTD	SPLY YTD	SPLY % Change	HSE Dublin & Midlands	HSE Dublin & North East	HSE Dublin & South East	HSE Mid West	HSE South West	HSE West & North West
HWB105	75%	A(9)	74.7%		75.7%	-1.4%	NA	NA	NA	NA	NA	NA



**Key Messages | Q3 2025**  
**Older adults are more vulnerable to severe flu complications. Higher vaccination rates helps protect them, reducing serious illness, hospital admissions and deaths.**

- In the 2024-2025 flu season, 74.7% [554,869] people aged 65 and over received the seasonal flu vaccine.
- In the 2024-2025 flu season 20.4% [220,752] children aged between 2-17 received the seasonal flu vaccine.

KPI	Target	Frequency	Current	Current YTD	SPLY YTD	SPLY % Change	HSE Dublin & Midlands	HSE Dublin & North East	HSE Dublin & South East	HSE Mid West	HSE South West	HSE West & North West
HWB79	75%	A(9)	45.4%		50.7%	-10.3%	49.3%	41.7%	55.4%	42.3%	43.3%	34.5%



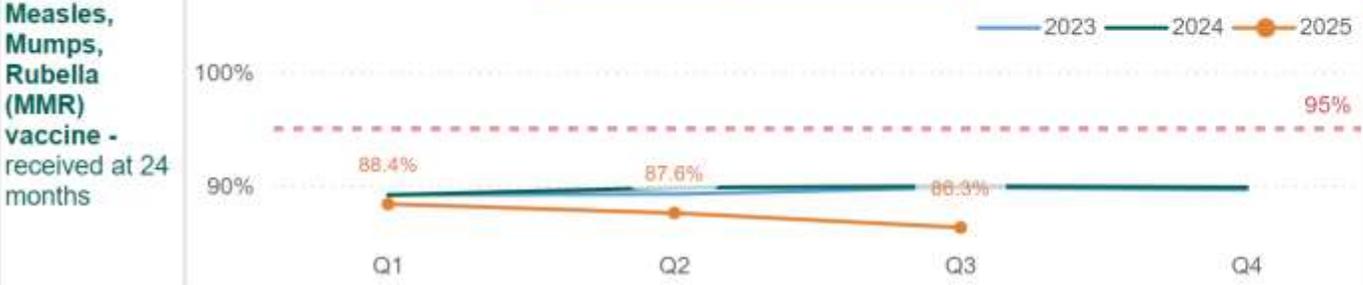
**Key Messages | Q3 2025**  
**Vaccinating healthcare workers reduces the risk of flu transmission to vulnerable patients and helps reduce staff absences during the flu season.**

- In the 2024-2025 flu season, 45.4% [38,031] healthcare workers received the seasonal flu vaccine.

Note: This KPI only reflects healthcare workers in hospital settings. LTCF healthcare worker vaccine figures are captured under a separate KPI.

# Child Health

KPI	Target	Frequency	Current	Current YTD	SPLY YTD	SPLY % Change	HSE Dublin & Midlands	HSE Dublin & North East	HSE Dublin & South East	HSE Mid West	HSE South West	HSE West & North West
HWB8	95%	Q-1Q	86.3%	87.4%	89.6%	-2.5%	83.2%	83.8%	88.2%	87.1%	91.7%	87.3%

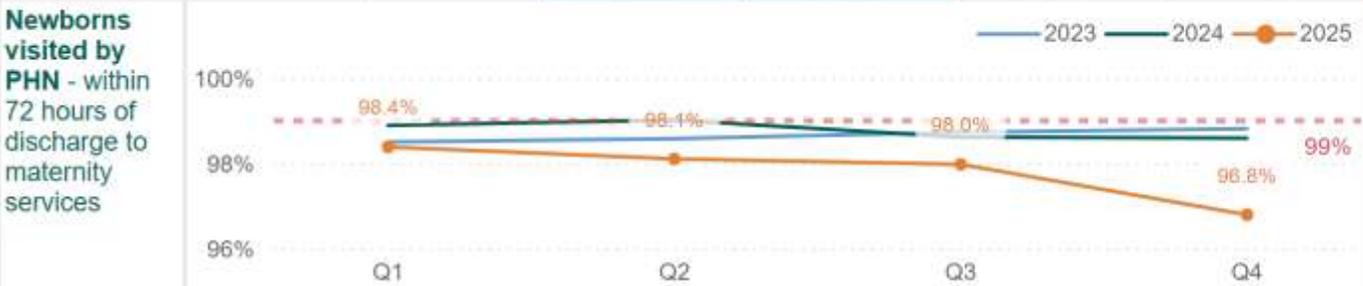


**Key Messages | Q3 2025**

Measles, mumps and rubella are vaccine preventable diseases can cause significant complications and even mortality in children, immunocompromised people and pregnant women.

- In Q3 2025, 86.3% [12,200] children aged 24 months had received their MMR vaccine.
- In Q3 2025, 89.6% [12,689] children aged 24 months had received their 6 in 1 vaccine.

KPI	Target	Frequency	Current	Current YTD	SPLY YTD	SPLY % Change	HSE Dublin & Midlands	HSE Dublin & North East	HSE Dublin & South East	HSE Mid West	HSE South West	HSE West & North West
PC133	99%	Q	96.8%	97.8%	98.8%	-1.0%	95.3%	94.9%	97.3%	100.0%	97.6%	98.0%



**Key Messages | Q4 2025**

Early home visits for newborns helps identify any potential health concerns and provides support to new parents.

- In Q4 2025 96.8% [10,802] of infants were visited within 72 hours of discharge.

KPI	Target	Frequency	Current	Current YTD	SPLY YTD	SPLY % Change	HSE Dublin & Midlands	HSE Dublin & North East	HSE Dublin & South East	HSE Mid West	HSE South West	HSE West & North West
PC153	95%	M-1M	88.7%	86.0%	86.6%	-0.7%	76.3%	89.8%	91.0%	94.6%	94.9%	94.2%



**Key Messages | November 2025**

Timely child health assessments assist in the early identification of developmental issues.

- In November, 88.7% [3,603] of children had their 9-11 month development assessment before 12 months old.



# Receiving the Right Care [Quality]

## **Patient and Service User Experience**

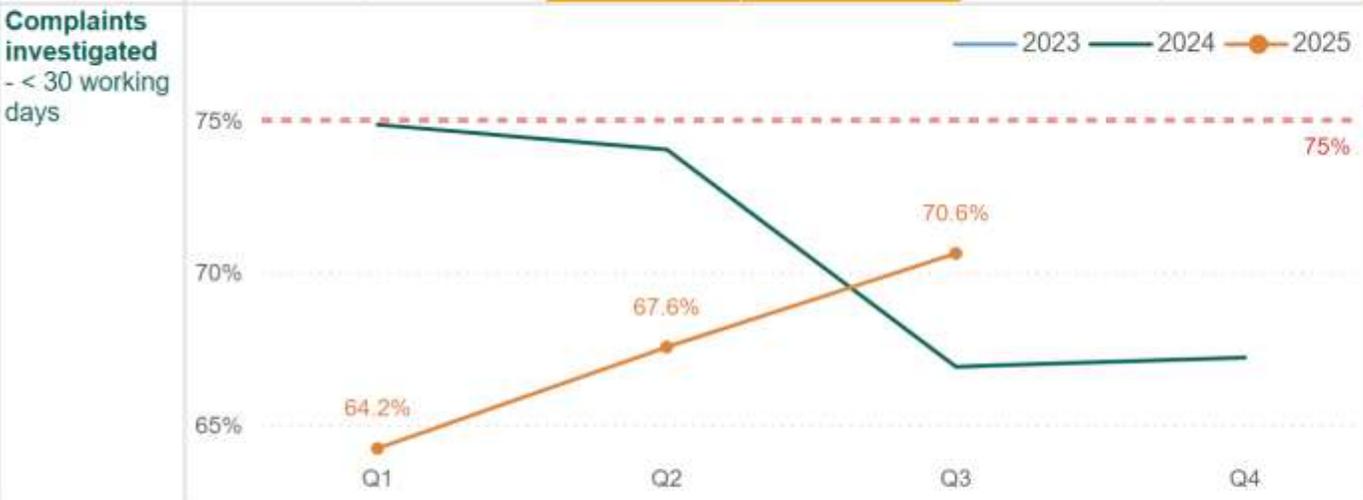
- Complaints
- Serious Incident Reviews

## **Clinical Quality and Patient Safety**

- Hospital Readmissions
- HCAIs

# Complaints and Serious Incident Reviews

KPI	Target	Frequency	Current	Current YTD	SPLY YTD	SPLY % Change	HSE Dublin & Midlands	HSE Dublin & North East	HSE Dublin & South East	HSE Mid West	HSE South West	HSE West & North West
CO1	75%	Q(Q-1M)	70.6%	68.0%	71.8%	-5.3%	79.3%	81.4%	82.6%	55.4%	46.8%	34.1%



National Ambulance Service	National Screening Service	Primary Care Reimbursement Service
10.0%	92.9%	48.8%

**Key Messages | Q3 2025**  
**Complaints provide important patient and service user feedback that should be used to inform service improvements.**

- This metric covers regional (acute and community) and national services.
- NFMHS is now included under Dublin and North East.

KPI	Target	Frequency	Current	Current YTD	SPLY YTD	SPLY % Change	HSE Dublin & Midlands	HSE Dublin & North East	HSE Dublin & South East	HSE Mid West	HSE South West	HSE West & North West
QAS09	70%	M(M-4M)	29.6%	35.8%	39.6%	-9.5%	51.6%	54.7%	72.9%	10.0%	25.6%	1.9%



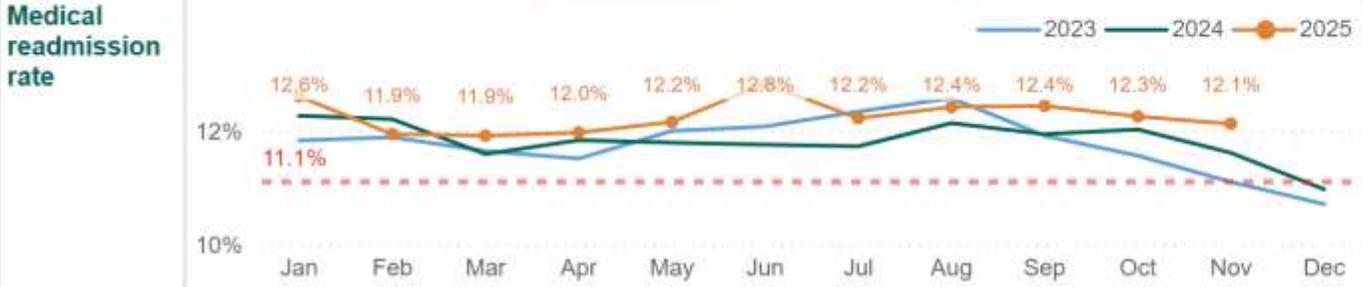
National Ambulance Service	National Social Care (S38)
33.3%	0.0%

**Key Messages | August 2025**  
**Timely reviews of category 1 [major/extreme] incidents, helps identify learning promptly, reduces the likelihood of further similar incidents and improves patient safety.**

- This metric covers regional (acute and community) and national services with results reported year to date (12month rolling 4 months in arrears to allow 125 days).
- The compliance for year Aug '24 – Aug '25 stands at 35.8% representing a decrease of -9.5% versus same period last year.
- The review of the Incident Management Framework is expected to improve performance.

# Hospital Readmissions

KPI	Target	Frequency	Current	Current YTD	SPLY YTD	SPLY % Change	HSE Dublin & Midlands	HSE Dublin & North East	HSE Dublin & South East	HSE Mid West	HSE South West	HSE West & North West
CPA53	≤11.1%	M-1M	12.1%	12.3%	11.9%	+3.1%	12.9%	10.9%	12.5%	9.0%	14.9%	12.4%



**Key Messages | November 2025**

A high re-admission rate may indicate problems with medical care, early discharge, or complications that could have been prevented with better follow-up.

- 3,563 patients were readmitted for acute medical conditions to the same hospital within 30 days of discharge during November.

KPI	Target	Frequency	Current	Current YTD	SPLY YTD	SPLY % Change	HSE Dublin & Midlands	HSE Dublin & North East	HSE Dublin & South East	HSE Mid West	HSE South West	HSE West & North West
A45	≤2%	M-1M	1.60%	1.90%	1.78%	+6.8%	2.87%	1.18%	1.52%	1.97%	1.33%	1.53%



**Key Messages | November 2025**

A high re-admission rate may indicate problems with post-surgery care, early discharge, or complications that could have been prevented with better follow-up.

- 588 surgical patients were readmitted to the same hospital within 30 days of discharge during November.

# HCAIs

KPI	Target	Frequency	Current	Current YTD	SPLY YTD	SPLY % Change	HSE Dublin & Midlands	HSE Dublin & North East	HSE Dublin & South East	HSE Mid West	HSE South West	HSE West & North West
CPA51	<0.7	M	0.7	0.7	0.8	-13.4%	0.4	1.3	0.9	0.3	0.5	0.6



**Key Messages | December 2025**

Infections acquired in a hospital setting can lead to severe illness and longer hospital stays.

- The number of new cases in December was 25.

KPI	Target	Frequency	Current	Current YTD	SPLY YTD	SPLY % Change	HSE Dublin & Midlands	HSE Dublin & North East	HSE Dublin & South East	HSE Mid West	HSE South West	HSE West & North West
CPA52	<2	M	2.4	2.4	2.4	-1.3%	1.6	2.1	2.0	2.6	3.8	3.0



**Key Messages | December 2025**

- The number of new cases in December was 82.



# Receiving Care in the Right Place and Right Time [Access]

Starting Aug 2025 cycle, A170 Patient average length of stay >14 days is being removed and A39 Average length of stay (ALOS) for all inpatient discharges excluding LOS over 30 days is being added to the report.

**Urgent and Emergency Care [UEC]**

**Scheduled Care Reform and Waiting List Action Plan**

**Cancer Services**

**Primary Care and Enhanced Community Care**

**Mental Health Services**

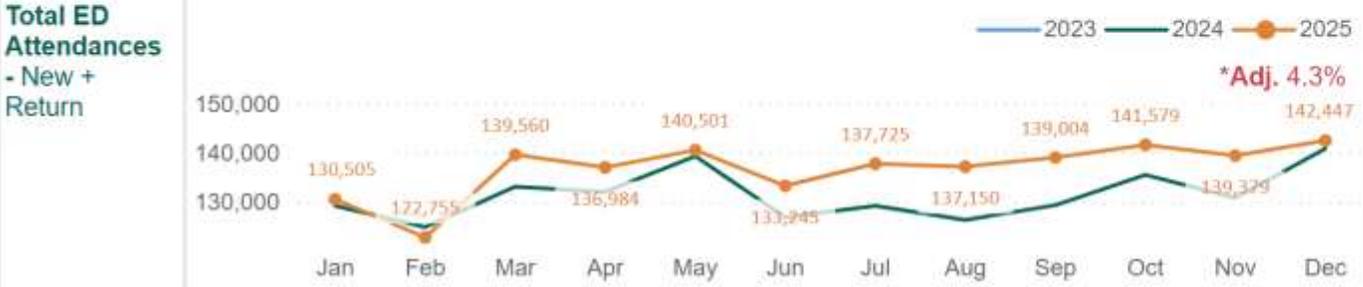
**Social Inclusion**

**Ambulance Handovers**

**Older Persons Services**

# Urgent and Emergency Care

KPI	Target	Frequency	Current	Current YTD	SPLY YTD	SPLY % Change	HSE Dublin & Midlands	HSE Dublin & North East	HSE Dublin & South East	HSE Mid West	HSE South West	HSE West & North West
A189	1,658,610	M	142,447	1,640,834	1,577,031	+4.0%	38,628	30,595	27,220	8,408	14,911	22,685

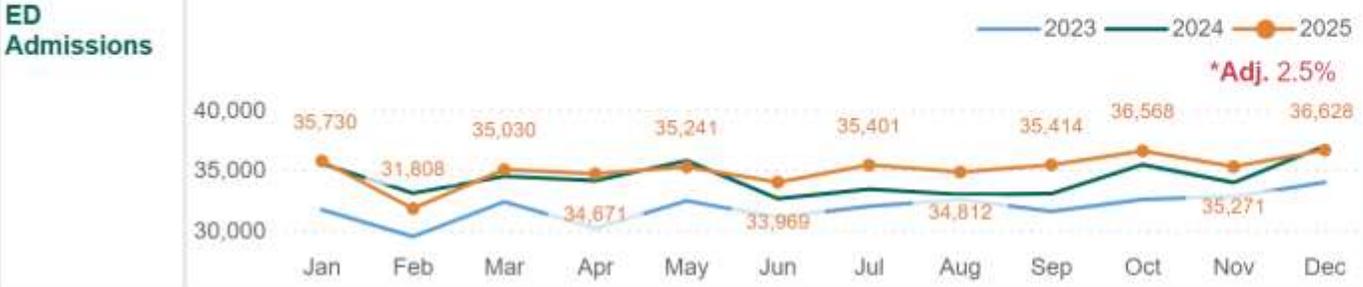


**Key Messages | December 2025**  
**Monitoring attendances allows us to identify patterns and changes in ED demand.**

- Of the 142,447 who attended ED in , 15.7% were people over 75 years of age [22,486], representing a 5.3% increase in this cohort compared to 2024.
- ED attendance profile includes: GP referrals[26.0%], GP Out of Hours[2.5%], Self Presenting[58.1%], Nursing Home[0.8%] and Other[12.7%].
- Triage Categories - Category 1[0.6% (847)], Category 2[26.3% (37,508)], Category 3[51.6% (73,459)], Category 4[17.0% (24,179)], Category 5[1.7% (2,377)] and Unspecified [2.9% (4,077)].

\*Note: Activity is reported on calendar months Jan/Dec vs SPLY. When adjusted for one extra day in Feb 2024 [Leap Year], activity is up 4.3% on SPLY

KPI	Target	Frequency	Current	Current YTD	SPLY YTD	SPLY % Change	HSE Dublin & Midlands	HSE Dublin & North East	HSE Dublin & South East	HSE Mid West	HSE South West	HSE West & North West
A168	NA	M	36,628	420,543	411,307	+2.2%	8,363	8,015	7,081	2,634	4,307	6,228

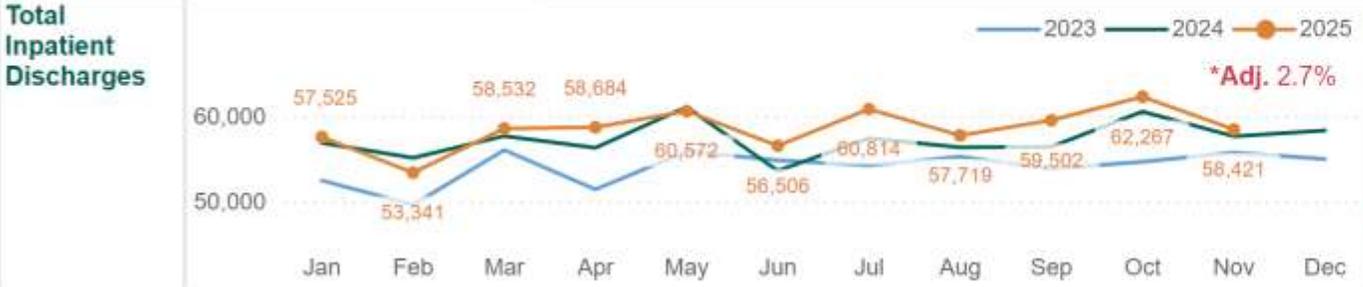


**Key Messages | December 2025**  
**Monitoring admissions allows us to identify patterns and changes in ED demand.**

- The current month conversion rate for those attending ED who were admitted is 25.7%, the year to date conversion rate is 25.6%.
- Of the 36,628 who were admitted in December, 32.4% were people over the age of 75 years of age [11,850], representing a 4.4% increase in this cohort compared to December 2024.

\*Note: Activity is reported on calendar months Jan/Dec vs SPLY. When adjusted for one extra day in Feb 2024 [Leap Year], activity is up 2.5% on SPLY

KPI	Target	Frequency	Current	Current YTD	SPLY YTD	SPLY % Change	HSE Dublin & Midlands	HSE Dublin & North East	HSE Dublin & South East	HSE Mid West	HSE South West	HSE West & North West
A3	657,618	M-1M	58,421	643,883	628,691	+2.4%	12,734	12,061	10,718	5,513	7,660	9,735



**Key Messages | November 2025**

- This figure is reported 1 month in arrears [HIPE data].
- Emergency inpatient discharges - 41,552 in November, 462,134 YTD vs 453,765 SPLY an increase of 1.8%.
- Elective inpatient discharges - 8,508 in November, 84,942 YTD vs 81,908 SPLY an increase of 3.7%.
- Maternity inpatient discharges - 8,361 in November, 96,807 YTD vs 93,018 SPLY an increase of 4.1%.
- Inpatient Discharges ≥ 75 years - 13,282 in November , 150,631 YTD vs 143,394 SPLY an increase of 5.0%.

\*Note: Activity is reported on calendar months Jan/Nov vs SPLY. When adjusted for one extra day in Feb 2024 [Leap Year], activity is up 2.7% on SPLY

# Urgent and Emergency Care

KPI	Target	Frequency	Current	Current YTD	SPLY YTD	SPLY % Change	HSE Dublin & Midlands	HSE Dublin & North East	HSE Dublin & South East	HSE Mid West	HSE South West	HSE West & North West
A169	≤280	M	209	266	296	-10.3%	37	29	30	21	40	52



**Key Messages | December 2025**  
**Trolley count is the number of people for whom there has been a decision to admit but they are still awaiting an in-patient bed.**

- This equates to 96,973 patients on trolleys across the country to date in 2025, a -10.3% decrease on same period last year and of that, the number recorded in December was 6,467, a -28.6% decrease on December 2024.
- In December the average daily trolley count was 209. This represents a -28.4% decrease on December 2024.

KPI	Target	Frequency	Current	Current YTD	SPLY YTD	SPLY % Change	HSE Dublin & Midlands	HSE Dublin & North East	HSE Dublin & South East	HSE Mid West	HSE South West	HSE West & North West
A96	99%	M	94.59%	93.93%	92.28%	+1.8%	96.56%	92.19%	97.44%	94.90%	89.55%	94.92%



**Key Messages | December 2025**  
**Long stays in ED can be an indication of overcrowding, which can be particularly harmful to older patients with complex health needs.**

- In December, 94.59% of patients were discharged or admitted within 24 hours this is an increase on November [93.17%].

KPI	Target	Frequency	Current	Current YTD	SPLY YTD	SPLY % Change	HSE Dublin & Midlands	HSE Dublin & North East	HSE Dublin & South East	HSE Mid West	HSE South West	HSE West & North West
A190	≤1%	M	5.41%	6.07%	7.72%	-21.4%	3.44%	7.81%	2.56%	5.10%	10.45%	5.08%



**Key Messages | December 2025**

- In December, 5.41% of patients were discharged or admitted > 24 hours, this is a decrease from November [6.83%].
- The no. of all attendees aged 75 years and over who were in ED >24 hours in December is 1,216 and year to date is 15,063.

# Urgent and Emergency Care

KPI	Target	Frequency	Current	Current YTD	SPLY YTD	SPLY % Change	HSE Dublin & Midlands	HSE Dublin & North East	HSE Dublin & South East	HSE Mid West	HSE South West	HSE West & North West
A184	17%	M	13.7%	13.2%	NA	NA	14.2%	12.6%	13.7%	12.1%	14.7%	14.1%



**Key Messages | December 2025**

**Lower discharge rates at weekends means beds remain occupied longer, leading to bottlenecks in EDs and delays in admitting new patients, particularly early in the week.**

- For December the lowest reported compliance was 7.8% and the highest was 22.3%.

KPI	Target	Frequency	Current	Current YTD	SPLY YTD	SPLY % Change	HSE Dublin & Midlands	HSE Dublin & North East	HSE Dublin & South East	HSE Mid West	HSE South West	HSE West & North West
A181	≤300	M	407	409	393	+4.0%	71	31	84	25	79	116



**Key Messages | December 2025**

**DTOCs mean that patients medically fit for discharge are not receiving care in the right setting and new patients are not being allocated a hospital bed in a timely manner.**

- The No. of acute bed days lost through delayed transfer of care in December was 12,175, YTD is 145,990, this is 33.3% above target, vs SPLY 141,515, this is an increase of 3.2%.

KPI	Target	Frequency	Current	Current YTD	SPLY YTD	SPLY % Change	HSE Dublin & Midlands	HSE Dublin & North East	HSE Dublin & South East	HSE Mid West	HSE South West	HSE West & North West
A39	≤4.8	M-1M	4.8	4.9	5.0	-1.4%	4.6	5.3	4.9	4.3	5.0	4.7

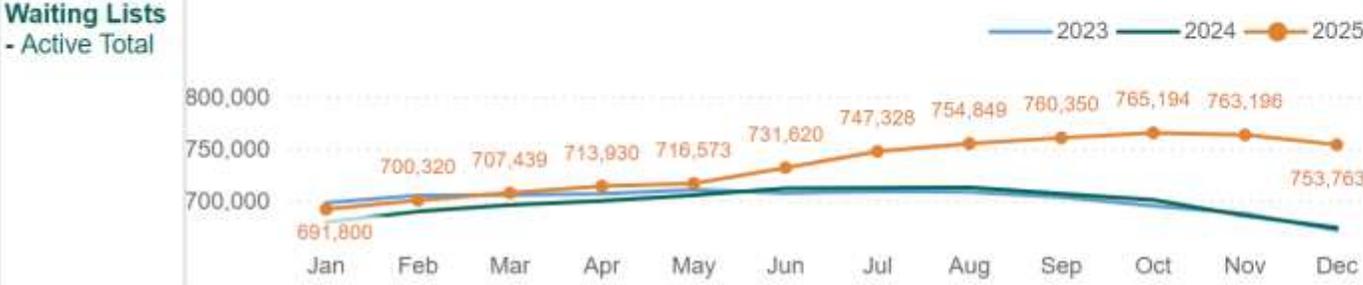


**Key Messages | November 2025**

- Medical Average Length of Stay over 14 days - in November was 32.9 days, YTD is 33.6 days vs SPLY 33.8 days, a decrease of -0.6%.
- Medical Patients ALOS - in November was 6.9 days, YTD is 7.1 days vs SPLY 7.3 days, a decrease of -2.6%.
- Surgical Elective Inpatient ALOS - in November was 4.1 days, YTD is 4.4 days vs SPLY 4.4 days, a decrease of -1.3%.
- Surgical Emergency Inpatient ALOS - in November was 6.1 days, YTD is 6.2 days vs SPLY 6.4 days, a decrease of -3.5%.

# Scheduled Care

KPI	Target	Frequency	Current	Current YTD	SPLY YTD	SPLY % Change	HSE Dublin & Midlands	HSE Dublin & North East	HSE Dublin & South East	HSE Mid West	HSE South West	HSE West & North West
A173	NA	M	753,763		673,962	+11.8%	155,274	177,312	154,285	50,429	96,568	119,895



**Key Messages | December 2025**

- This figure includes Adult Inpatient [24,281], Adult Day Case [74,548], Children Inpatient [3,010], Children Day Case [5,342], OPD [611,987] and GI [34,595].

KPI	Target	Frequency	Current	Current YTD	SPLY YTD	SPLY % Change	HSE Dublin & Midlands	HSE Dublin & North East	HSE Dublin & South East	HSE Mid West	HSE South West	HSE West & North West
A186	NA	M	116,025	1,909,787	1,796,855	+6.3%	25,749	26,890	22,297	6,343	15,231	19,515



**Key Messages | December 2025**

The total no. of patients added to the waiting list includes IPDC, OPD and GI. No target set.

- The hospitals with the highest number of additions in December were GUH (9,047), Beaumont (8,517) and MMUH (7,731).
- The hospitals with the lowest number of additions in December were Kilcreene Regional Orthopaedic Hospital (122), St. John's Hospital (333) and Ennis Hospital (353).

Note: Current and Current YTD figures exclude Small Volume Hospital total

KPI	Target	Frequency	Current	Current YTD	SPLY YTD	SPLY % Change	HSE Dublin & Midlands	HSE Dublin & North East	HSE Dublin & South East	HSE Mid West	HSE South West	HSE West & North West
A187	NA	M	125,458	1,829,986	1,795,865	+1.9%	27,635	32,819	21,656	6,384	16,447	20,517



**Key Messages | December 2025**

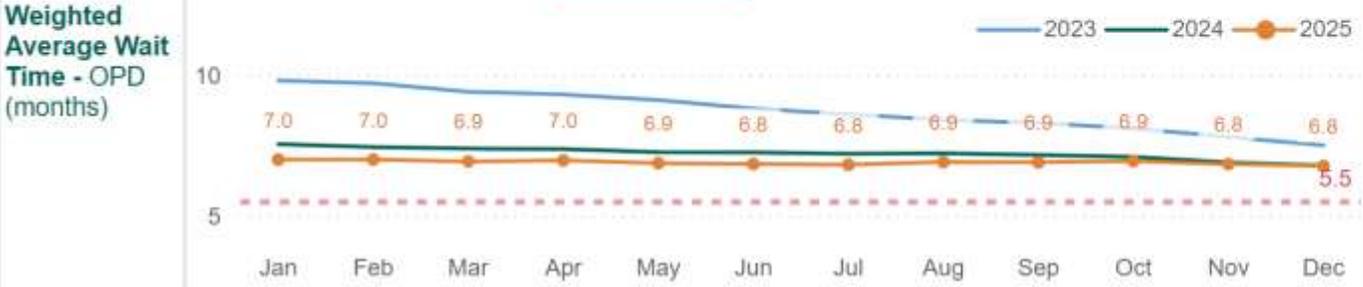
Includes the total no. of IPDC, OPD and GI patients removed from the waiting list, either because they have been seen or removed as a result of validation or outsourcing. No target set.

- The hospitals with the highest number of removals in December were Beaumont (12,033), GUH (9,625) and MMUH (7,717).
- The hospitals with the lowest number of removals in December were Kilcreene Regional Orthopaedic Hospital (106), St. John's (295) and Ennis Hospital (314).

Note: Current and Current YTD figures exclude Small Volume Hospital total

# Scheduled Care

KPI	Target	Frequency	Current	Current YTD	SPLY YTD	SPLY % Change	HSE Dublin & Midlands	HSE Dublin & North East	HSE Dublin & South East	HSE Mid West	HSE South West	HSE West & North West
A182	<5.5	M	6.8		6.8	0.0%	6.2	5.9	8.4	6.1	6.7	6.9

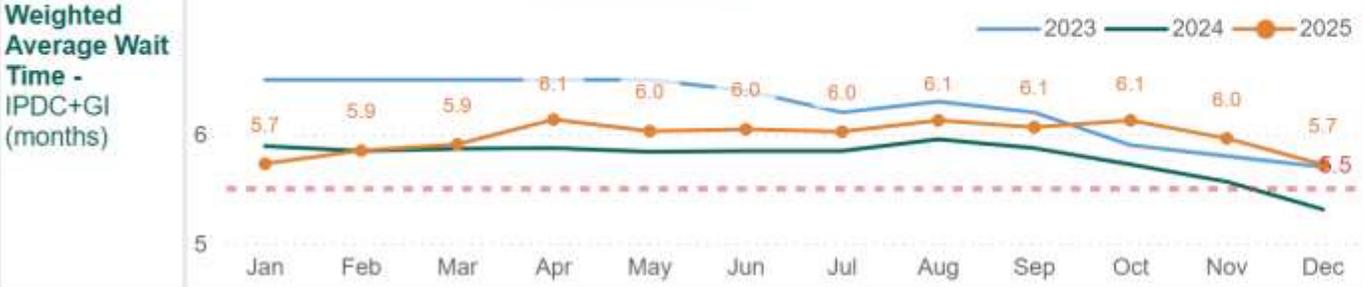


**Key Messages | December 2025**

This provides a way of measuring changes to the length of time people are waiting.

- The South West Region demonstrated a -15.2% reduction [6.7 months] in the weighted average wait time for the OPD when compared to December 2024 [7.9 months].
- The highest increase is reported in the Midwest Region at 8.9% [6.1 months] when compared to December 2024 [5.6 months].

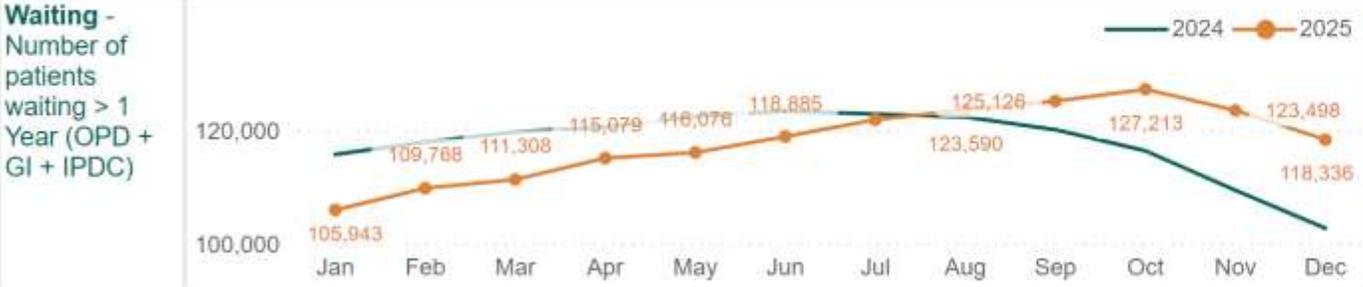
KPI	Target	Frequency	Current	Current YTD	SPLY YTD	SPLY % Change	HSE Dublin & Midlands	HSE Dublin & North East	HSE Dublin & South East	HSE Mid West	HSE South West	HSE West & North West
A183	<5.5	M	5.7		5.3	+7.5%	5.3	6.1	5.5	5.5	4.5	6.5



**Key Messages | December 2025**

- The hospitals with the highest average wait time for IPDC & GI YTD are CHI Temple St (8.8 months), GUH (8.4 months) and NMH (8.1 months).
- The hospitals with the lowest average wait time for IPDC & GI YTD are Cavan (2.5 months), Navan (2.5 months), Connolly (2.5 months), Tipperary (2.6 months), Naas (2.6 months) and UHK (2.7 months).

KPI	Target	Frequency	Current	Current YTD	SPLY YTD	SPLY % Change	HSE Dublin & Midlands	HSE Dublin & North East	HSE Dublin & South East	HSE Mid West	HSE South West	HSE West & North West
A185	NA	M	118,336		102,709	+15.2%	21,163	23,044	32,799	6,678	14,656	19,996



**Key Messages | December 2025**

- At the end of December the number of patients waiting greater than 1 year for OPD was 100,234, for IPDC was 17,483 and for GI was 619.
- At the end of December the number of patients waiting greater than 3 year for IPDC/OPD/GI YTD was 9,539 compared to SPLY when 9,156 patients were waiting, an increase of 4.2%.

# Scheduled Care

KPI	Target	Frequency	Current	Current YTD	SPLY YTD	SPLY % Change	HSE Dublin & Midlands	HSE Dublin & North East	HSE Dublin & South East	HSE Mid West	HSE South West	HSE West & North West
A174	50%	M	41.2%		44.1%	-6.4%	40.2%	39.3%	44.4%	34.0%	47.0%	42.0%



**Key Messages | December 2025**

- Of the 107,181 waiting at the end of December for Inpatient and Daycase Treatment, 44,190 were waiting <12 weeks and 62,991 were waiting >12 weeks.

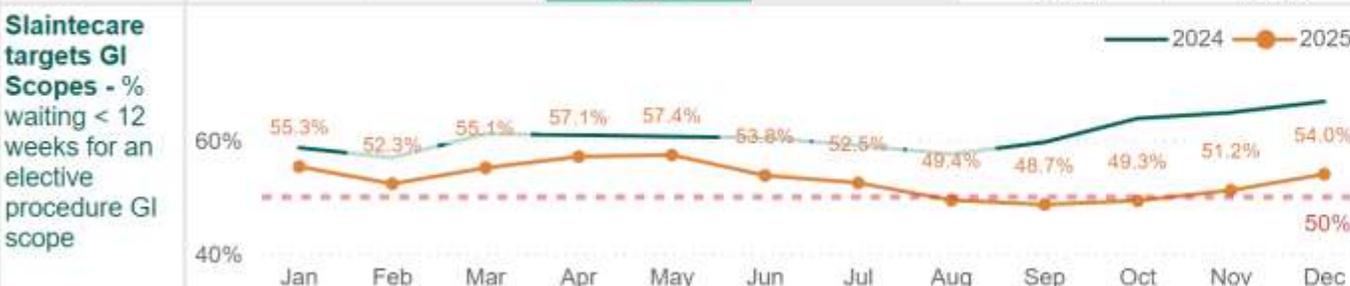
KPI	Target	Frequency	Current	Current YTD	SPLY YTD	SPLY % Change	HSE Dublin & Midlands	HSE Dublin & North East	HSE Dublin & South East	HSE Mid West	HSE South West	HSE West & North West
A175	50%	M	31.8%		32.3%	-1.7%	30.8%	33.0%	28.8%	30.2%	32.7%	35.3%



**Key Messages | December 2025**

- Of the 611,987 patients waiting for OPD first access, 194,317 are waiting <10 weeks and 417,670 are waiting >10 weeks.

KPI	Target	Frequency	Current	Current YTD	SPLY YTD	SPLY % Change	HSE Dublin & Midlands	HSE Dublin & North East	HSE Dublin & South East	HSE Mid West	HSE South West	HSE West & North West
A176	50%	M	54.0%		66.8%	-19.2%	57.5%	52.5%	61.1%	37.2%	56.5%	55.0%



**Key Messages | December 2025**

- The number of patients waiting >12 weeks is 15,915.

# Outpatient Department (OPD)

KPI	Target	Frequency	Current	Current YTD	SPLY YTD	SPLY % Change	HSE Dublin & Midlands	HSE Dublin & North East	HSE Dublin & South East	HSE Mid West	HSE South West	HSE West & North West
A16	1:2	M	1:2.6	1:2.6	1:2.5	+4.4%	1:2.7	1:2.6	1:2.3	1:3.4	1:2.4	1:2.8

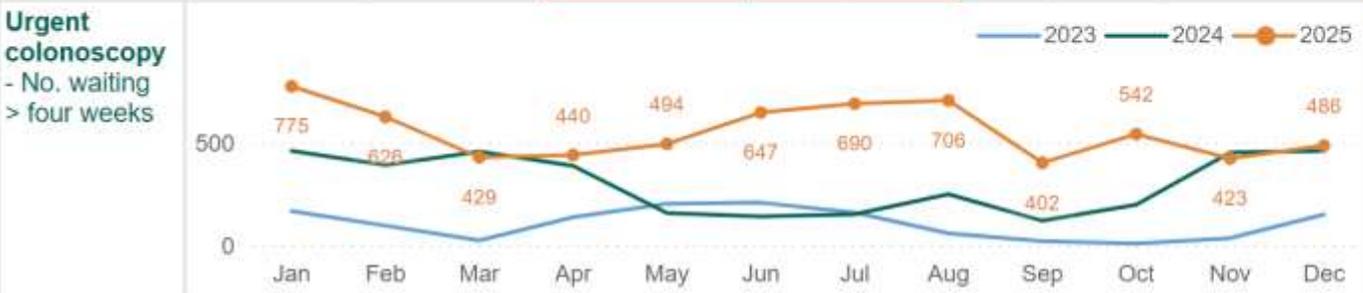


**Key Messages | December 2025**  
**Reducing the proportion of return visits where not clinically required, increases the capacity and timeliness for new patients to be seen.**

- The Dublin & South East Region demonstrated a -0.1 reduction [1:2.3] in the new to return ratio for the OPD when compared to December 2024 [1:2.4].
- The highest increase is reported in the Midwest Region at 0.6 [1:3.4] when compared to December 2024 [1:2.8].

# Urgent Colonoscopy

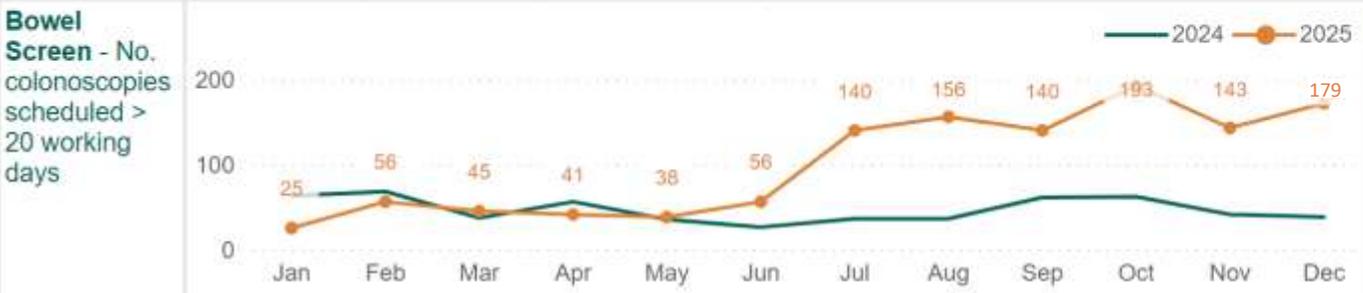
KPI	Target	Frequency	Current	Current YTD	SPLY YTD	SPLY % Change	HSE Dublin & Midlands	HSE Dublin & North East	HSE Dublin & South East	HSE Mid West	HSE South West	HSE West & North West
A80	0	M	486	6,660	3,623	+83.8%	52	5	83	78	34	234



**Key Messages | December 2025**  
**Specific bowel symptoms can be an early warning sign of colon or rectal cancer. Urgent colonoscopies are undertaken to provide a definitive diagnosis and prompt treatment.**

- Breaches increased in December with 486 reported, with 3 hospitals accounting for 63.4% of all breaches. This compares with 423 in November and 542 in October.
- This is an increase on December 2024 when 460 breaches were recorded.
- In December, 486 patients were reported waiting 29-60 days.

KPI	Target	Frequency	Current	Current YTD	SPLY YTD	SPLY % Change	HSE Dublin & Midlands	HSE Dublin & North East	HSE Dublin & South East	HSE Mid West	HSE South West	HSE West & North West
A159	NA	M	179	1,212	559	+116.8%	33	60	49	21	2	14



**Key Messages | December 2025**

- Breaches increased in December with 179 reported, with 2 hospitals (Mater [49] and St. James's [26]) accounting for 41.9% of all breaches.

# Cancer Services

KPI	Target	Frequency	Current	Current YTD	SPLY YTD	SPLY % Change	HSE Dublin & Midlands	HSE Dublin & North East	HSE Dublin & South East	HSE Mid West	HSE South West	HSE West & North West
NCCP4	95%	M	64.8%	61.3%	76.3%	-19.7%	97.2%	44.9%	100.0%	99.6%	20.5%	47.8%



**Key Messages | December 2025**  
**Rapid Access Clinics provide timely access to urgent specialist assessment or diagnosis of cancer.**

- 4 out of 9 hospitals reached the target - Best Performers - UHW[100%], SVUH [100%] and UHL[99.6%].
- 6 hospitals were below target - Outliers - CUH[20.5%], Letterkenny[31.7%] and Beaumont[40.1%].
- The number of patients triaged as urgent was 2,544 in December. Of these, 1,648 were offered an appointment to attend within 2 weeks of date of receipt of referral letter.
- Non- urgent patients offered an appointment within 12 weeks YTD is 12,149 [67.4%] v 13,813 [75.9%] SPLY a decrease of -12.0% [-11.2%]. In December 760 [62.1%] patients were offered an appointment within 12 weeks.

KPI	Target	Frequency	Current	Current YTD	SPLY YTD	SPLY % Change	HSE Dublin & Midlands	HSE Dublin & North East	HSE Dublin & South East	HSE Mid West	HSE South West	HSE West & North West
NCCP11	95%	M	94.4%	97.7%	91.9%	+6.3%	NR	95.2%	98.5%	81.8%	NR	100.0%



**Key Messages | December 2025**

- 5 out of 8 hospitals reached the target - Best Performers - SVUH[100%], GUH[100%] and UHW[96.9%].
- 1 hospital was below target - Outlier - UHL[81.8%].
- Data for 2 hospitals is outstanding for December - CUH and SJH.
- In December, 321 patients attended rapid access clinics and of these, 303 patients were offered or attended an appointment within 10 working days.

KPI	Target	Frequency	Current	Current YTD	SPLY YTD	SPLY % Change	HSE Dublin & Midlands	HSE Dublin & North East	HSE Dublin & South East	HSE Mid West	HSE South West	HSE West & North West
NCCP17	90%	M	89.3%	84.4%	74.6%	+13.2%	NR	69.2%	100.0%	100.0%	96.2%	57.9%



**Key Messages | December 2025**

- 5 out of 8 hospitals reached the target - Best Performers - SVUH [100%], Beaumont[100%], UHW[100%] and UHL [100%].
- 2 hospitals were below target - Outliers - MMUH[35.1%] and GUH[57.9%].
- Data for 1 hospitals is outstanding for December - SJH.
- In December, 319 patients attended rapid access clinics and of these, 285 patients were offered or attended an appointment within 20 working days.

# Primary Care - Therapies

KPI	Target	Frequency	Current	Current YTD	SPLY YTD	SPLY % Change	HSE Dublin & Midlands	HSE Dublin & North East	HSE Dublin & South East	HSE Mid West	HSE South West	HSE West & North West
PC101G	95%	M	58.6%		65.4%	-10.4%	53.2%	46.4%	74.5%	77.9%	75.2%	57.7%



**Key Messages | December 2025**  
**Therapies provide essential early intervention services to children and adults.**

- Referrals accepted 6,812 (December), 96,246 YTD VS 95,935 SPLY YTD an increase of 0.3%.
- No. of patients seen 22,380 (December), 312,787 YTD vs 347,634 SPLY YTD a decrease of -10.0%.
- Patients seen for first assessment 5,629 (December), 81,992 YTD vs 86,482 SPLY YTD a decrease of -5.2%, represents 26.2% of patients seen YTD.
- Total waiting list December 56,399 v 48,206 SPLY an increase of 17.0% (25,986 or 46.1% are < 18 yrs).
- No. waiting > 52 weeks December 23,323 v 16,671 SPLY an increase of 39.9% .

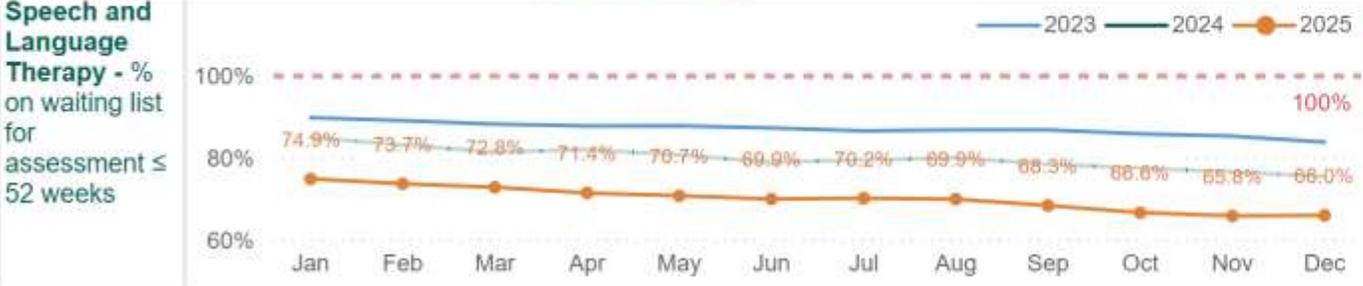
KPI	Target	Frequency	Current	Current YTD	SPLY YTD	SPLY % Change	HSE Dublin & Midlands	HSE Dublin & North East	HSE Dublin & South East	HSE Mid West	HSE South West	HSE West & North West
PC100G	94%	M	68.7%		75.4%	-8.8%	66.1%	74.2%	59.2%	69.9%	71.1%	74.8%



**Key Messages | December 2025**

- Referrals accepted 13,760 (December), 202,110 YTD VS 207,039 SPLY YTD a decrease of -2.4%.
- No. of patients seen 35,385 (December), 510,576 YTD vs 514,686 SPLY YTD a decrease of -0.8%.
- Patients seen for first assessment 9,982 (December), 151,365 YTD vs 153,663 SPLY YTD a decrease of -1.5%, represents 29.6% of patients seen YTD.
- Total waiting list December 90,956 v 83,533 SPLY an increase of 8.9% (11,881 or 13.1% are < 18 yrs).
- No. waiting > 52 weeks December 28,456 v 20,577 SPLY an increase of 38.3% .

KPI	Target	Frequency	Current	Current YTD	SPLY YTD	SPLY % Change	HSE Dublin & Midlands	HSE Dublin & North East	HSE Dublin & South East	HSE Mid West	HSE South West	HSE West & North West
PC116B	100%	M	66.0%		75.5%	-12.6%	63.8%	53.0%	68.6%	72.1%	88.8%	94.4%



**Key Messages | December 2025**

- Referrals accepted 2,618 (December), 37,135 YTD VS 38,485 SPLY YTD a decrease of -3.5%.
- No. of patients seen 10,974 (December), 157,747 YTD vs 171,554 SPLY YTD a decrease of -8.0%.
- New Patients seen 1,589 (December), 25,676 YTD vs 27,394 SPLY YTD a decrease of -6.3%, represents 16.3% of patients seen YTD.
- Total waiting list December 26,659 v 23,997 SPLY an increase of 11.1% (20,972 or 78.7% are < 18 yrs).
- No. waiting > 52 weeks December 9,076 v 5,887 SPLY an increase of 54.2% .

# Primary Care - Therapies

KPI	Target	Frequency	Current	Current YTD	SPLY YTD	SPLY % Change	HSE Dublin & Midlands	HSE Dublin & North East	HSE Dublin & South East	HSE Mid West	HSE South West	HSE West & North West
PC107G	65%	M	58.9%		67.6%	-12.8%	98.8%	90.3%	33.3%	56.2%	42.3%	68.2%



**Key Messages | December 2025**

- Referrals accepted 2,618 (December), 30,541 YTD VS 28,567 SPLY YTD an increase of 6.9%.
- No. of patients seen 9,343 (December), 128,762 YTD vs 110,136 SPLY YTD an increase of 16.9%.
- New Patients seen 2,262 (December), 33,843 YTD vs 30,303 SPLY YTD an increase of 11.7%, represents 26.3% of patients seen YTD.
- Total waiting list December 19,078 v 13,947 SPLY an increase of 36.8% (10,827 or 56.8% are < 18 yrs).
- No. waiting > 52 weeks December 7,839 v 4,525 SPLY an increase of 73.2% .

KPI	Target	Frequency	Current	Current YTD	SPLY YTD	SPLY % Change	HSE Dublin & Midlands	HSE Dublin & North East	HSE Dublin & South East	HSE Mid West	HSE South West	HSE West & North West
PC108G	75%	M	58.2%		64.2%	-9.3%	43.0%	58.5%	70.0%	51.0%	90.5%	60.4%



**Key Messages | December 2025**

- Referrals accepted 1,278 (December), 20,172 YTD VS 23,920 SPLY YTD a decrease of -15.7%.
- No. of patients seen 4,162 (December), 57,752 YTD vs 57,301 SPLY YTD an increase of 0.8%.
- New Patients seen 904 (December), 14,737 YTD vs 13,808 SPLY YTD an increase of 6.7%, represents 25.5% of patients seen YTD.
- Total waiting list December 26,717 v 26,870 SPLY a decrease of -0.6% (13,868 or 51.9% are < 18 yrs).
- No. waiting > 52 weeks December 11,171 v 9,628 SPLY an increase of 16.0% .

KPI	Target	Frequency	Current	Current YTD	SPLY YTD	SPLY % Change	HSE Dublin & Midlands	HSE Dublin & North East	HSE Dublin & South East	HSE Mid West	HSE South West	HSE West & North West
PC109G	80%	M	75.5%		70.8%	+6.7%	48.0%	88.3%	69.8%	86.6%	79.5%	89.7%



**Key Messages | December 2025**

- Referrals accepted 2,840 (December), 43,739 YTD VS 43,029 SPLY YTD an increase of 1.7%.
- No. of patients seen 4,750 (December), 77,027 YTD vs 77,710 SPLY YTD a decrease of -0.9%.
- New Patients seen 1,443 (December), 27,427 YTD vs 30,369 SPLY YTD a decrease of -9.7%, represents 35.6% of patients seen YTD.
- Total waiting list December 19,644 v 23,751 SPLY a decrease of -17.3% (5,820 or 29.6% are < 18 yrs).
- No. waiting > 52 weeks December 4,820 v 6,946 SPLY a decrease of -30.6% .

# Primary Care - Therapies

KPI	Target	Frequency	Current	Current YTD	SPLY YTD	SPLY % Change	HSE Dublin & Midlands	HSE Dublin & North East	HSE Dublin & South East	HSE Mid West	HSE South West	HSE West & North West
PC103G	81%	M	45.7%		52.5%	-13.1%	36.4%	52.0%	65.3%	63.9%	32.0%	44.4%



**Key Messages | December 2025**

- Referrals accepted 1,567 (December), 21,421 YTD VS 20,166 SPLY YTD an increase of 6.2%.
- No. of patients seen 3,301 (December), 41,292 YTD vs 41,984 SPLY YTD a decrease of -1.6%.
- New Patients seen 843 (December), 11,466 YTD vs 11,097 SPLY YTD an increase of 3.3%, represents 27.8% of patients seen YTD.
- Total waiting list December 32,024 v 26,830 SPLY an increase of 19.4% (29,018 or 90.6% are < 18 yrs).
- No. waiting > 52 weeks December 17,400 v 12,737 SPLY an increase of 36.6% .

KPI	Target	Frequency	Current	Current YTD	SPLY YTD	SPLY % Change	HSE Dublin & Midlands	HSE Dublin & North East	HSE Dublin & South East	HSE Mid West	HSE South West	HSE West & North West
PC104G	77%	M	53.3%		54.1%	-1.6%	100.0%	54.3%	16.6%	40.8%	32.4%	73.7%



**Key Messages | December 2025**

- Referrals accepted 540 (December), 7,487 YTD VS 11,520 SPLY YTD a decrease of -35.0%.
- No. of patients seen 3,902 (December), 54,966 YTD vs 63,130 SPLY YTD a decrease of -12.9%.
- New Patients seen 430 (December), 6,570 YTD vs 7,398 SPLY YTD a decrease of -11.2%, represents 12.0% of patients seen YTD.
- Total waiting list December 8,055 v 8,430 SPLY a decrease of -4.4% (118 or 1.5% are < 18 yrs).
- No. waiting > 52 weeks December 3,765 v 3,868 SPLY a decrease of -2.7% .

# Mental Health Services

KPI	Target	Frequency	Current	Current YTD	SPLY YTD	SPLY % Change	HSE Dublin & Midlands	HSE Dublin & North East	HSE Dublin & South East	HSE Mid West	HSE South West	HSE West & North West
MH2	≥75%	M	69.4%	67.4%	66.1%	+2.1%	58.2%	62.6%	71.0%	69.6%	70.1%	81.1%



**Key Messages | December 2025**  
**Timely access to mental health services is vital for early intervention and reducing long-term mental health issues.**

- The number of new (including re-referred) General Adult Community cases seen year to date is 26,170, this is -16.0% below the target of 31,166.
- This is an increase of 2.6% versus the same period last year when 25,508 cases were seen.

KPI	Target	Frequency	Current	Current YTD	SPLY YTD	SPLY % Change	HSE Dublin & Midlands	HSE Dublin & North East	HSE Dublin & South East	HSE Mid West	HSE South West	HSE West & North West
MH7	≥78%	M	74.8%	64.5%	62.4%	+3.3%	74.2%	63.2%	85.5%	83.1%	73.3%	72.5%



**Key Messages | December 2025**

- The total no. waiting to be seen by CAMHS is 4,448, an increase of 5.8% on the same period last year (4,203).
- The number waiting >12 months is 602, a decrease of -3.5% on the same period last year (624).
- The no. of referrals (including re-referrals) received by mental health services year to date is 29,372, this is a 14.2% increase versus the same period last year.

KPI	Target	Frequency	Current	Current YTD	SPLY YTD	SPLY % Change	HSE Dublin & Midlands	HSE Dublin & North East	HSE Dublin & South East	HSE Mid West	HSE South West	HSE West & North West
MH73	≥90%	M	97.5%	96.3%	93.6%	+2.9%	100.0%	100.0%	86.7%	100.0%	94.7%	100.0%

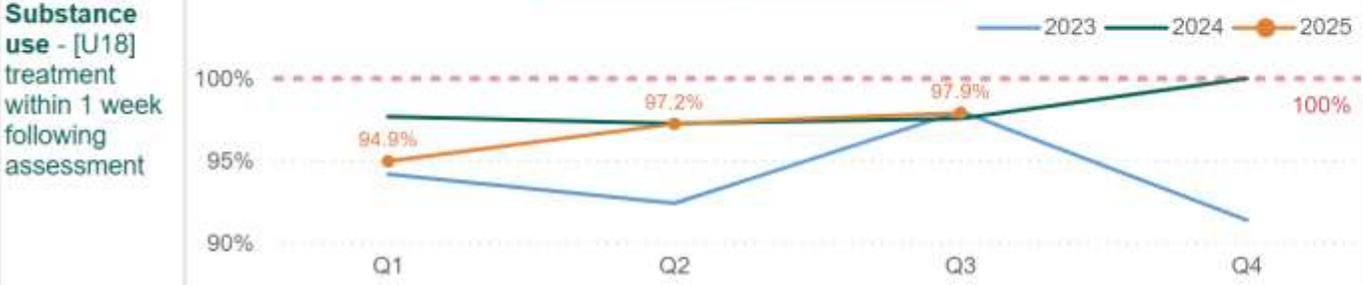


**Key Messages | December 2025**

- The no. of urgent referrals responded to within 3 working days in December 2025 was 197, an increase of 2.1% versus December 2024.

# Social Inclusion

KPI	Target	Frequency	Current	Current YTD	SPLY YTD	SPLY % Change	HSE Dublin & Midlands	HSE Dublin & North East	HSE Dublin & South East	HSE Mid West	HSE South West	HSE West & North West
SI25	100%	Q-1Q	97.9%	96.7%	97.5%	-0.8%	100.0%	94.9%	100.0%	NA	100.0%	100.0%

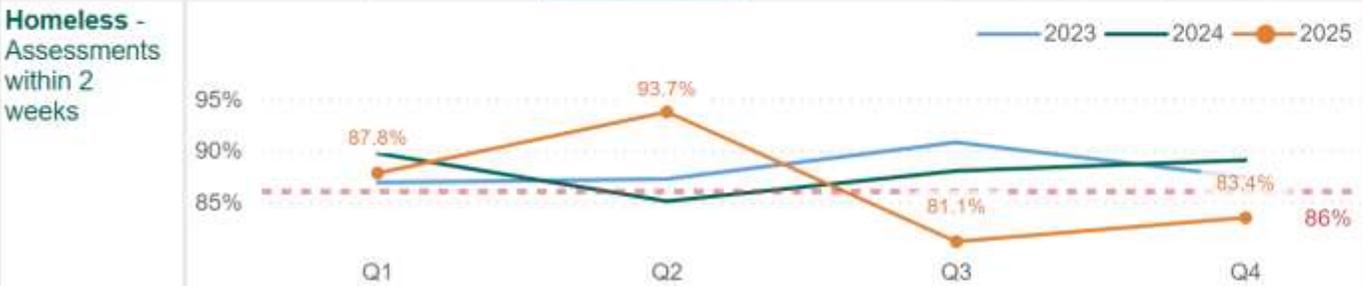


**Key Messages | Q3 2025**

**Early treatment helps prevent long-term addiction and related health and social problems.**

- This represents 238 people year to date.

KPI	Target	Frequency	Current	Current YTD	SPLY YTD	SPLY % Change	HSE Dublin & Midlands	HSE Dublin & North East	HSE Dublin & South East	HSE Mid West	HSE South West	HSE West & North West
SI52	86%	Q	83.4%		89.0%	-6.3%	94.0%	82.8%	92.1%	60.6%	80.3%	87.3%



**Key Messages | Q4 2025**

**Prompt health assessments help ensure that homeless individuals receive the healthcare they need quickly, reducing potential health risks and improving overall well-being.**

- This represents 796 people.

# Ambulance Handovers

KPI	Target	Frequency	Current	Current YTD	SPLY YTD	SPLY % Change	HSE Dublin & Midlands	HSE Dublin & North East	HSE Dublin & South East	HSE Mid West	HSE South West	HSE West & North West
NAS76	75.0%	M	59.2%	55.9%	48.8%	+14.7%	NA	NA	NA	NA	NA	NA



**Key Messages | December 2025**

The aim is to ensure ambulances are available as soon as possible to respond to other emergency calls and therefore reduce risks to other patients awaiting urgent care.

- Performance in December was below the target of 75% standing at 55.9% year to date and in December 59.2%.
- This KPI was introduced in 2024.

KPI	Target	Frequency	Current	Current YTD	SPLY YTD	SPLY % Change	HSE Dublin & Midlands	HSE Dublin & North East	HSE Dublin & South East	HSE Mid West	HSE South West	HSE West & North West
A158	80%	M	NR	NR	NA	NA	NR	NR	NR	NR	NR	NR



**Key Messages**

- Data is currently impacted due to ongoing industrial action, therefore the data from November 2024 until December 2025 is unavailable.

# Older Persons Services

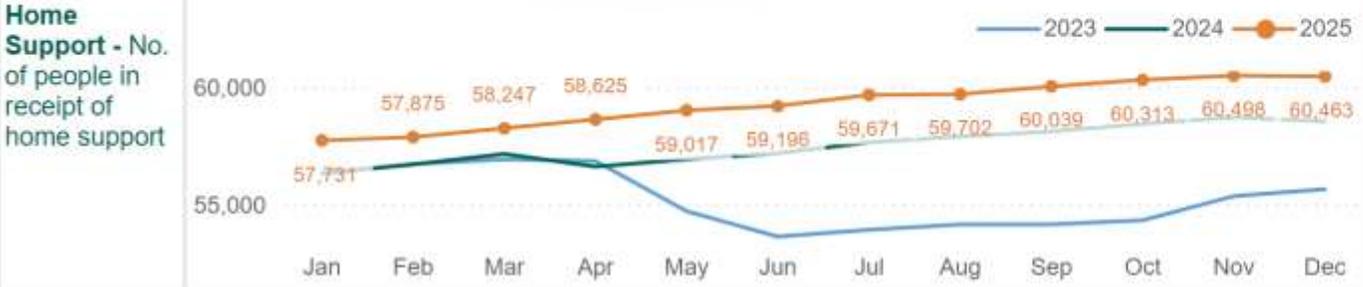
KPI	Target	Frequency	Current	Current YTD	SPLY YTD	SPLY % Change	HSE Dublin & Midlands	HSE Dublin & North East	HSE Dublin & South East	HSE Mid West	HSE South West	HSE West & North West
OP53	24,000,000	M	2,222,126	25,547,545	23,762,774	+7.5%	447,684	578,122	392,683	159,564	270,240	373,832



**Key Messages | December 2025**  
**Providing home support to older persons helps them maintain their independence in their own home.**

- 8,262,286 (32.3%) home support hours were provided YTD through direct provision and 17,285,259 (67.7%) hours were provided through indirect provision.
- Of the 228,708 complex home support hours provided to 83 service users YTD, 144,693 (63.3%) hours were provided to 58 (69.9%) service users with a diagnosis of Dementia.
- Personal care hours provided through Complex Case Home Support Packages (NRH) YTD were 168,652 with 39 service users at the end of December.

KPI	Target	Frequency	Current	Current YTD	SPLY YTD	SPLY % Change	HSE Dublin & Midlands	HSE Dublin & North East	HSE Dublin & South East	HSE Mid West	HSE South West	HSE West & North West
OP54	60,000	M	60,463		58,546	+3.3%	11,795	13,692	11,074	5,658	8,328	9,916



**Key Messages | December 2025**

- During December 0 people were assessed and waiting funding for the provision of home support.
- Of the 60,463 clients YTD - 21,445 (1,621 in December) were new clients - 13,014 (934 in December) were referred from community and 8,431 (687 in December) from acute hospitals. 18,984 (1,656 in December) clients ceased their service.
- A further 5,600 people have been assessed YTD and are waiting for home care staff for the provision of home support - 2,253 are waiting for new supports (2,062 in community and 191 in acute hospitals). The remaining 3,347 are waiting for additional home support (3,183 in community and 164 in acute hospitals).



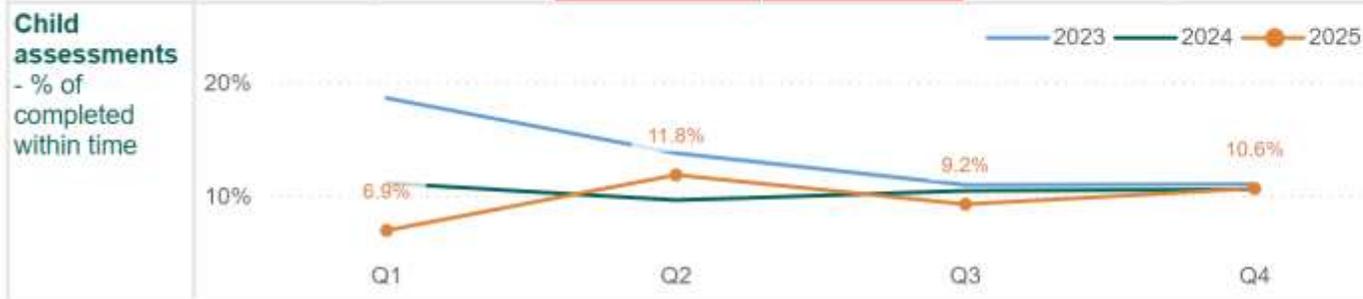
# Disability Services - Receiving Right Care, Right Place, Right Time [Access]

## Disability Services

- Assessments
- Movement to Community
- Residential Services
- Day Services
- Respite Services

# Disability Services

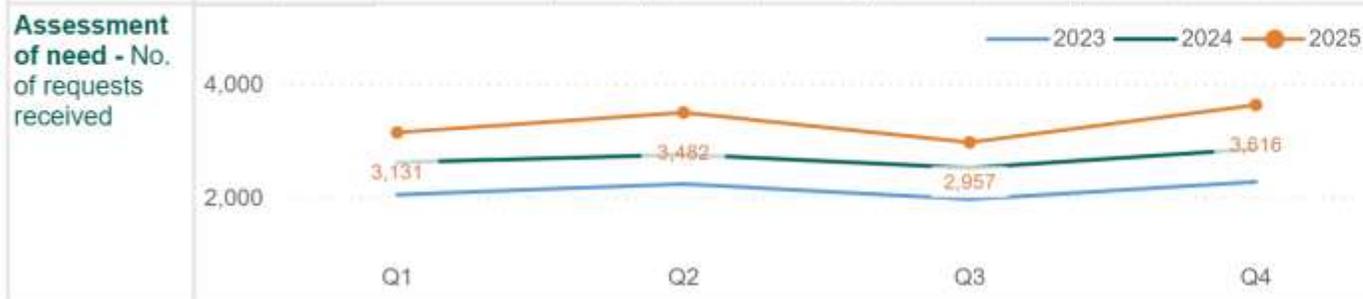
KPI	Target	Frequency	Current	Current YTD	SPLY YTD	SPLY % Change	HSE Dublin & Midlands	HSE Dublin & North East	HSE Dublin & South East	HSE Mid West	HSE South West	HSE West & North West
DIS3	100%	Q	10.6%	9.7%	10.4%	-6.9%	19.9%	3.3%	13.2%	0.0%	7.3%	25.0%



**Key Messages | Q4 2025**  
**Timely assessments are intended to ensure that children receive the necessary services and interventions to support their development and well-being.**

- This metric is in line with the Disability Act 2005.
- In Q4, 149 child assessments were completed within the timelines, 574 YTD vs 432 SPLY an increase of 32.9%.
- In Q4, 1,405 child assessments were completed, 5,939 YTD vs 4,162 SPLY, an increase of 42.7%.

KPI	Target	Frequency	Current	Current YTD	SPLY YTD	SPLY % Change	HSE Dublin & Midlands	HSE Dublin & North East	HSE Dublin & South East	HSE Mid West	HSE South West	HSE West & North West
DIS1	10,300	Q	3,616	13,186	10,690	+23.3%	1,030	880	709	76	610	311



**Key Messages | Q4 2025**

- In Q4, 684 child assessments commenced within the timelines, 2,375 YTD vs 1,612 in the SPLY, an increase of 47.3%.
- In Q4, 2,252 child assessments commenced, 8,351 YTD vs 4,776 in the SPLY, an increase of 74.9%.
- To date, 745 child service statements were completed within the timelines (152 in Q4), an increase of 18.4% from SPLY (629).
- 466 child service statements were completed in Q4, 1,952 YTD, an increase of 11.9% from SPLY 1,745.

KPI	Target	Frequency	Current	Current YTD	SPLY YTD	SPLY % Change	HSE Dublin & Midlands	HSE Dublin & North East	HSE Dublin & South East	HSE Mid West	HSE South West	HSE West & North West
DIS55	21	M	4	31	57	-45.6%	0	0	1	0	0	3



**Key Messages | December 2025**  
**People moving into community settings fosters independence and improves quality of life.**

- 57 people moved from congregated to community settings during 2024

# Disability Services

KPI	Target	Frequency	Current	Current YTD	SPLY YTD	SPLY % Change	HSE Dublin & Midlands	HSE Dublin & North East	HSE Dublin & South East	HSE Mid West	HSE South West	HSE West & North West
DIS108	8,695	M	8,911		8,660	+2.9%	1,750	2,046	1,567	868	1,182	1,498



**Key Messages | December 2025**  
**Access to residential care where required allows people with disabilities to receive the appropriate type of service relevant to their needs.**

- The number of priority 1 Residential places provided in December was 36, YTD is 246 vs 220 in the SPLY, an increase of 11.8%.
- The number of intensive support packages for priority 1 cases provided in December was 15, YTD is 739 vs 610 in the SPLY, an increase of 21.1%.

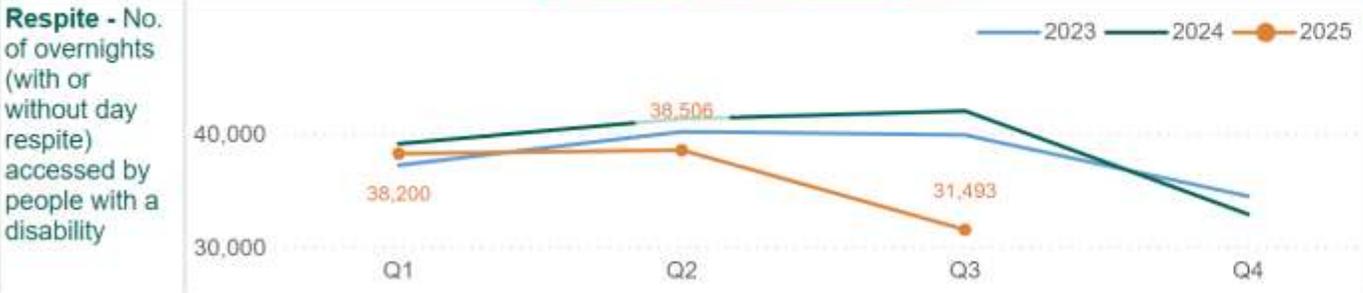
KPI	Target	Frequency	Current	Current YTD	SPLY YTD	SPLY % Change	HSE Dublin & Midlands	HSE Dublin & North East	HSE Dublin & South East	HSE Mid West	HSE South West	HSE West & North West
DIS78	20,600	BA	20,621		19,524	+5.6%	3,574	3,954	4,005	1,765	4,316	3,007



**Key Messages | Q4 2025**

- This metric is reported biannually.
- No. of people with a disability in receipt of rehabilitative training YTD is 2,133 vs 2,046 in the SPLY, an increase of 4.3% (this metric is reported Monthly).

KPI	Target	Frequency	Current	Current YTD	SPLY YTD	SPLY % Change	HSE Dublin & Midlands	HSE Dublin & North East	HSE Dublin & South East	HSE Mid West	HSE South West	HSE West & North West
DIS57	123,052	Q-1M	31,493	108,199	122,302	-11.5%	5,806	8,462	5,868	4,374	5,045	1,938



**Key Messages | Q3 2025**  
**Respite care helps support caregivers and provides people with disabilities the opportunity to access specialised care when needed.**

- No. of people with a disability in receipt of respite services YTD is 5,956 vs 6,975 in the SPLY, a decrease of -14.6%.
- No. of day only respite sessions accessed by people with a disability in September was 14,603, YTD is 46,519 vs 49,746 in the SPLY, a decrease of -6.5%.



# Strong Foundations

Starting September 2025 cycle, finance tables moved from reporting against budget to reporting against spend limits.

## Work Force

- Absence Rates & Turnover
- WTE Limits Report
- Development Posts

## Financial Management

- Spend Limit Reports
- Pay, Non Pay and Income

# Absence Rates & Turnover

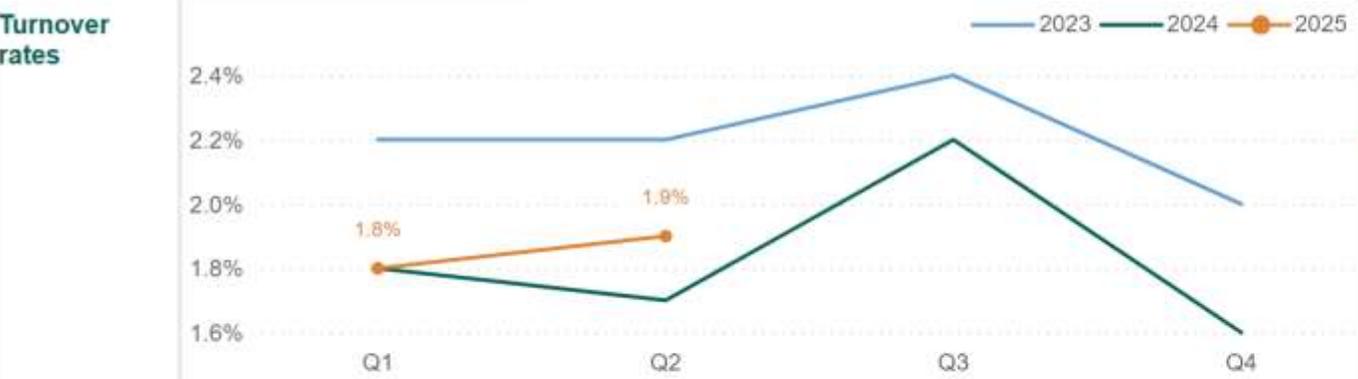
KPI	Target	Frequency	Current	Current YTD	SPLY YTD	SPLY % Change	HSE Dublin & Midlands	HSE Dublin & North East	HSE Dublin & South East	HSE Midwest
NA	≤4%	M	7.32%	6.35%	5.73%	+10.70%	6.71%	6.36%	6.75%	7.94%
Total absence rate %							HSE South West	HSE West & North West	National Corporate Centre	National Services & Schemes
							7.23%	8.34%	5.19%	10.11%



### Key Messages | December 2025

- This month's absence rate is showing an increase of 1.14 % when compared with the previous month.
  - This month's data is higher than the rate reported in 2024, 7.01% and higher than 2023, 6.35% and higher than 2022, 7.30%.
- \*Note:** Since March 2025, Covid-19 absence is reported within the Self Certified % absence rate for all national absence reporting. While the current National Service Plan KPI target of ≤4% currently excludes Covid-19, this target will remain in place in 2025 set against the Total % Absence Rate. The KPI target of ≤4% will be reviewed in 2026. It is important to note that Covid 19 absence is still identifiable and if required can be reportable.

KPI	Target	Frequency	Current	Current YTD	SPLY YTD	SPLY % Change	HSE Dublin & Midlands	HSE Dublin & North East	HSE Dublin & South East	HSE Midwest
NA	NA	Q	NR	NR	NR	NR	NR	NR	NR	NR
Turnover rates							HSE South West	HSE West & North West	National Corporate Centre	National Services & Schemes
							NR	NR	NR	NR

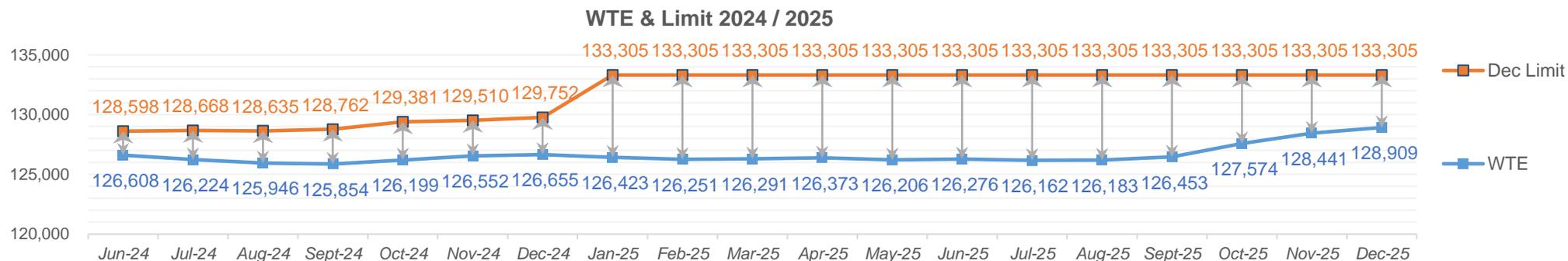


### Key Messages | Q2 2025

- No data returned for Q3 2025 or Q4 2025.

# WTE Limits Report

Region	December 2025 max Limits						YTD 2025 Limits		
	WTE this Month	WTE change 2023	WTE change 2024	Dec 25 Limit	Dec 25 WTE Var	Dec 25 Limit Var %	Current Limit	Current Limit Var	Current % Limit Var
<b>Total</b>	<b>128,909</b>	<b>+212</b>	<b>2254.27</b>	<b>133,305</b>	<b>-4,396</b>	<b>-3.3%</b>	<b>130,464</b>	<b>-1,555</b>	<b>-1.2%</b>
HSE Dublin & Midlands	26,044	+544	+194	26,396	-352	-1.3%	26,037	+7	+0.0%
HSE Dublin & North East	25,248	+72	+665	25,685	-437	-1.7%	25,368	-120	-0.5%
HSE Dublin & South East	20,815	+140	+435	21,287	-472	-2.2%	20,954	-139	-0.7%
HSE Midwest	9,636	-12	+361	10,271	-635	-6.2%	9,978	-343	-3.4%
HSE South West	17,293	-84	+812	17,502	-209	-1.2%	17,000	+293	+1.7%
HSE West & North West	20,622	-425	+655	21,370	-748	-3.5%	21,104	-483	-2.3%
National Services & Schemes	3,657	+113	-111	3,974	-317	-8.0%	3,874	-217	-5.6%
HSE Centre	5,596	-136	-757	6,515	-919	-14.1%	6,149	-553	-9.0%
to be commissioned				306	-306	-100.0%		0	



## Key Messages | December 2025

Current limits are for DOH funded services only i.e. excluding disability services (DECDIY)

### Pay and Numbers Strategy

- The 2025 Pay and Numbers Strategy for DoH funded services is set at a maximum WTE Limit of 133,305 WTE.
- In December the variance to this December Limit for current allocations is -4,396 WTE versus the variance to the Current YTD limit of -1,555 WTE. This significant variance is expected owing to the year-end variance against the WTE limit of December 2024 (due to the late agreement of the PNS 2024) and the additional 3,553 WTE new developments arriving under NSP 2025

### At Regional Level

- All Regions are currently reporting under the December WTE Maximum Limit.

## Development Posts

Region	Developments & Agency Conversion			Onboarded					
	Total Devs 2024	Total Devs 2025	Total Devs Allowance	2024 Posts onboarded	2025 Posts onboarded	Total Devs Onboarded	% 2024 Devs Onboarded	% 2025 Devs Onboarded	% Devs in place
<b>Total</b>	<b>3,310</b>	<b>3,553</b>	<b>6,863</b>	<b>2,633</b>	<b>1,389</b>	<b>4,022</b>	<b>80%</b>	<b>43%</b>	<b>61%</b>
HSE Dublin & Midlands	538	392	<b>929</b>	420	150	<b>570</b>	78%	38%	<b>61%</b>
HSE Dublin & North East	427	443	<b>871</b>	324	230	<b>554</b>	76%	52%	<b>64%</b>
HSE Dublin & South East	558	385	<b>943</b>	485	124	<b>610</b>	87%	32%	<b>65%</b>
HSE Midwest	390	554	<b>944</b>	244	408	<b>652</b>	63%	74%	<b>69%</b>
HSE South West	427	484	<b>911</b>	293	116	<b>409</b>	69%	24%	<b>45%</b>
HSE West & North West	536	401	<b>937</b>	508	163	<b>672</b>	95%	41%	<b>72%</b>
National Services & Schemes	180	180	<b>360</b>	162	98	<b>260</b>	90%	54%	<b>72%</b>
HSE Centre	251	410	<b>661</b>	195	100	<b>295</b>	78%	24%	<b>45%</b>
to be commissioned	3	303	<b>306</b>						

### Key Messages | December 2025

- **2024 Development Posts:** Total 3,310 WTE – 3,307 WTE allocated - 3 WTE remain to be commissioned - 80% reported as onboarded (2,633 WTE).
- **2025 Development posts:** Total 3,553 WTE – 3,250 WTE allocated - 303 WTE remain to be commissioned - 43% reported as onboarded (1,389 WTE).

**Onboarded:** the number of posts confirmed through HR Sharepoint by an entity/region that development posts are onboarded. This figure is added to baseline to show the latest (YTD 2025 limits). Figures are at a PIT (i.e. previous month end).

# Net, Pay & Non Pay Expenditure Variance from Spend Limit

KPI	Target	Frequency	Current	Current YTD	SPLY YTD	SPLY % Change	HSE Dublin & Midlands	HSE Dublin & North East	HSE Dublin & South East	HSE Midwest
NA	≤0.1%	M		0.0%	NA	NA	0.3%	1.3%	0.7%	2.0%
Net expenditure variance from spend limit (pay + non pay - income)							HSE South West	HSE West & North West	National Corporate Centre	National services and schemes
							1.5%	2.8%	-11.6%	3.0%
Key Messages   December 2025										

KPI	Target	Frequency	Current	Current YTD	SPLY YTD	SPLY % Change	HSE Dublin & Midlands	HSE Dublin & North East	HSE Dublin & South East	HSE Midwest
NA	≤0.1%	M		0.7%	NA	NA	-0.4%	0.1%	0.1%	-0.0%
Pay expenditure variance from spend limit							HSE South West	HSE West & North West	National Corporate Centre	National services and schemes
							-0.6%	1.5%	5.7%	-8.1%
Key Messages   December 2025										

KPI	Target	Frequency	Current	Current YTD	SPLY YTD	SPLY % Change	HSE Dublin & Midlands	HSE Dublin & North East	HSE Dublin & South East	HSE Midwest
NA	≤0.1%	M		0.2%	NA	NA	1.0%	4.6%	2.1%	4.5%
Non-pay expenditure variance from spend limit							HSE South West	HSE West & North West	National Corporate Centre	National services and schemes
							5.7%	3.1%	-19.7%	3.3%
Key Messages   December 2025										

## Pay, Non Pay and Income

December 2025	Actual Expenditure YTD				Spend Limits YTD				2025 YTD Variance					
Regional Area	Pay	Non Pay	Income	Total	Pay	Non Pay	Income	Total	Pay	Non Pay	Income	Total	Total	
	€'M	€'M	€'M	€'M	€'M	€'M	€'M	€'M	€'M	€'M	€'M	€'M	€'M	%
HSE Dublin and North East	2,683.7	1,721.6	(333.0)	4,072.2	2,680.7	1,646.0	(307.3)	4,019.4	3.0	75.6	(25.7)	52.9	1.3%	
HSE Dublin and Midlands	2,905.8	1,716.8	(371.8)	4,250.9	2,916.4	1,699.3	(375.6)	4,240.1	(10.6)	17.6	3.8	10.8	0.3%	
HSE Dublin & South East	2,172.5	1,321.5	(286.1)	3,207.9	2,169.8	1,293.7	(279.3)	3,184.2	2.7	27.8	(6.7)	23.7	0.7%	
HSE South West	1,591.7	1,040.4	(266.2)	2,365.9	1,601.6	983.8	(254.9)	2,330.6	(9.9)	56.6	(11.3)	35.4	1.5%	
HSE Mid West	823.0	752.9	(94.3)	1,481.7	823.3	720.6	(90.9)	1,453.0	(0.3)	32.3	(3.3)	28.6	2.0%	
HSE West and North West	1,993.6	1,252.1	(232.0)	3,013.8	1,963.6	1,214.4	(245.2)	2,932.9	30.0	37.7	13.2	80.9	2.8%	
Corporate Centre	2,053.6	1,732.0	(686.8)	3,098.8	1,942.5	2,157.2	(594.1)	3,505.7	111.1	(425.3)	(92.7)	(406.9)	(11.6%)	
National Schemes / National Services	284.2	6,606.9	(557.9)	6,333.1	309.3	6,397.9	(556.8)	6,150.4	(25.1)	209.0	(1.1)	182.7	3.0%	
<b>Grand Total</b>	<b>14,508.1</b>	<b>16,144.2</b>	<b>(2,827.9)</b>	<b>27,824.3</b>	<b>14,407.2</b>	<b>16,113.1</b>	<b>(2,704.1)</b>	<b>27,816.2</b>	<b>100.9</b>	<b>31.1</b>	<b>(123.8)</b>	<b>8.1</b>	<b>0.0%</b>	



## Missing Data

The Missing Data is a point-in-time report and only refers to a complete non return by an IHA. Therefore this report is showing what is currently outstanding across all the National Report KPI's. Starting September 2025 cycle, this section is being added to the report.





# Part 2

# National Performance Report Corporate and National Service Plan Actions

Q4 2025 Reporting Period

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For end of year reporting RAG ratings have been replaced with:  
Action completed – **YES/PARTIAL/NO**



# 1. Healthy Communities

*Together, we will create the conditions to enable people to live healthier for longer*

**Screening programmes**

**Women's health**

**Child oral health**

**Social prescribing**

**Healthy Communities**

**Partnerships to support vulnerable populations**

**Tackling homelessness**

Ref	Action	SRO	Due	Status Update	Action Completed
<b>1.1</b>	<b>Screening programmes:</b>				
1.1.1	<b>CervicalCheck</b> Increase the % of primary care samples processed by the National Cervical Screening Laboratory [NCSL] from 13.5% in Q4 2024 to 25% by Q4 2025	CCO	Q4	December 2025: National Cervical Screening Laboratory (NCSL) results accounted for <b>26%</b> of results received to Programme overall (exceeding 2025 target of 25%)  Note - this figure can fluctuate month on month due to uptake and the number of women attending screening from the counties moved to the NCSL	<b>YES</b>
1.1.2	<b>BowelScreen</b> Extend the BowelScreen programme to include people aged 58 and 70. [70 years old by Q1 and 58 years old Q4]	CCO	Q1 - Q4	In 2025, we expanded the BowelScreen age range to include everyone aged 58 to 70. In April 2025, we started inviting people aged 70. In October 2025, people aged 58 started to get their invitations to take part	<b>YES</b>
<b>1.2</b>	<b>Women's health:</b>				
1.2.1	<b>Women's health hubs</b> 2 dedicated women's health hubs in the community established	CCO	Q4	<b>Hub 1 [Kerry]</b> - handover of building delayed to week commencing 12th January. Hub to be fully operational Q1 2026. Date to be confirmed  <b>Hub 2 [Galway]</b> - Facility identified in Knocknacarra - IHA engaging with Corporate Estates - work ongoing	<b>PARTIAL</b>
1.2.2	<b>Postnatal care</b> Establish a minimum of an additional 4 community based postnatal hubs to enhance postnatal care	CCO	Q4	Q4 2025 - five community-based hubs been established [Clondalkin, Crumlin, Tallaght, Celbridge, and Newbridge] under the governance of Coombe Hospital Postnatal Hub	<b>YES</b>
<b>1.3</b>	<b>Child oral health:</b>				
1.3	<b>Preventative package 0-2 years</b> Provision of the preventative oral health package for 0-2 years as set out in Phase 1 implementation plan of Smile agus Sláinte	ND NS&S	Q4	Not completed  The Phase One Implementation Plan is currently with stakeholders for review in advance of publication. The publication of the Phase One Plan will provide updated milestones for the Actions in the National Oral Health Policy including the packages for children aged 0-2	<b>NO</b>

Ref	Action	SRO	Due	Status Update	Action Completed
1.4	<b>Social prescribing:</b>				
1.4	<p><b>Social prescribing services</b></p> <p>Access to local HSE-funded social prescribing services will be expanded with <b>5,000</b> new service users supported</p>	ND A&I	Q2 – Q4	<p>All service providers for four new social prescribing services confirmed</p> <p>Total of <b>1,281</b> new open cases in Q4, bringing the total of new service users for 2025 to <b>5,494</b></p>	YES
1.5	<b>Healthy Communities:</b>				
1.5	<p><b>Sláintecare Healthy Communities programme</b></p> <p>The Sláintecare Healthy Communities programme will be extended to Dundalk, Drogheda, Blanchardstown and Tallaght</p>	ND A&I	Q2	<p>10 of the 12 HSE staff are onboarded</p> <p>Delivery partners have been agreed across all four areas</p> <p>Service delivery commenced in Tallaght in 2025, with service delivery in Blanchardstown, Dundalk and Drogheda scheduled to commence in Q1 2026</p>	YES
1.6	<b>Partnerships to support vulnerable populations:</b>				
1.6	<p><b>Community services for people living with dementia</b></p> <p>Provide additional community services for people living with dementia in collaboration with community partners.</p> <ul style="list-style-type: none"> <li>▪ <b>Dementia Advisor service</b> will support an additional <b>800</b> new clients per year,</li> <li>▪ <b>Family Carers Ireland</b> will deliver <b>5,000</b> counselling hours to support family carers, and</li> <li>▪ <b>Care Alliance</b> will support an additional <b>5,000</b> carers online</li> </ul>	ND NS&S	Q2 – Q4	<p>All 3 services met projected performance levels at the end of Q4:</p> <p>All three services had staff to recruit and were not in a position to start offering activity data until Q3 2025 (bar Care Alliance, started in Q2), end of year projections were adjusted to reflect this</p> <ul style="list-style-type: none"> <li>• <b>Alzheimer Society of Ireland: 454</b> new clients (Q3/Q4), adjusted annual target 400 (Full year target 800)</li> <li>• <b>Family Carers Ireland: 3,104</b> counselling hours (July-Dec 2025), adjusted annual target 2,500 (Full year target 5,000)</li> <li>• <b>Care Alliance:</b> supporting an additional <b>3,954</b> carers online (April-Dec 2025), adjusted annual target 3,750 (Full year target 5,000)</li> </ul>	YES
1.7	<b>Tackling homelessness:</b>				
1.7	<p><b>Health service supports for Housing First tenancies</b></p> <p>HSE to provide wraparound health supports to people with new Housing First tenancies by the Department of Housing and Local Authorities, who have profiled <b>256</b> new tenancies during 2025 [HSE already supports 1,067 individuals with long-term histories of homelessness and complex health needs]<sup>1</sup></p>	ND A&I	Q4	<p>In Q4 2025, 42 individuals entered Housing First tenancies. Health Needs Assessments (HNAs) were completed for 38 individuals, an overall completion rate of 90%</p> <p>107 individuals entered Housing First tenancies in 2025. Health needs assessments (physical, mental health, and addiction) were completed for 90 individuals by the HSE representing an 84% completion rate for new first-time tenancies</p>	YES

**Notes:**

<sup>1</sup> Revised wording for action 1.7 from Q1 to provide clarity re: role of HSE



## 2. Right Care

*You will experience high quality, safe, coordinated care*

**Paediatric services**

**Stroke services**

**Adult safeguarding**

**Patient and service user partnership**

**Voluntary sector partnership**

Ref	Action	SRO	Due	Status Update	Action Completed
<b>2.1</b>	<b>Paediatric services:</b>				
2.1	<b>Paediatric Model of Care</b> Revise the Paediatric Model of Care to reflect integrated care for children, young people and their families to include community services and speciality networks across all 6 health regions	CCO	Q4	Design Discovery Phase to be initiated in Q1 2026. This will entail an extensive desk and stakeholder research, the findings of which will inform an actionable blueprint for the next stage of designing an Integrated Model of Care for Children and Young People	<b>NO</b>
<b>2.2</b>	<b>Stroke services:</b>				
2.2	<b>Early Support Discharge Teams for Stroke Patients</b> Operationalise 15 <sup>2</sup> Early Support Discharge Teams to provide specialised stroke rehabilitation in stroke patients' own homes	CCO	Q4	<b>13</b> Stroke Early Supported Discharge (ESD) teams have been operationalised, with new teams having commenced service delivery in Letterkenny and Waterford as of end of Q4 2025  A further two teams continue in recruitment and planning phase (Mullingar and Naas) and are projected to launch in Q1 2026	<b>PARTIAL</b>
<b>2.3</b>	<b>Adult safeguarding:</b>				
2.3	<b>Online reporting system for adult safeguarding</b> Regional level data, relating to adults at risk of harm or abuse and including outcomes of preliminary screenings agreed with Safeguarding and Protection teams on closed cases, will be available from the new online system for adult safeguarding	CCO	Q4	72 of 74 Service Providers using the new online system, remaining 2 services engaging with IHA Leads regarding local onboarding resource requirements  Regional focused reporting to be enhanced in 2026, currently data available at CHO level	<b>PARTIAL</b>
<b>2.4</b>	<b>Patient and service user partnership:</b>				
2.4	<b>Evaluation of Patient and Service User Councils</b> The approach to evaluating the effectiveness of the Patient and Service User Councils in each region will be agreed and implemented	ND PI,C&RM	Q4	A number of KPIs have been developed to measure the establishment and functions of the Councils and will be finalised in February through the appropriate governance process. The Regional Council Midwest is the only Regional Council in place. The remaining: Dublin North East Region will progress at the end of January and South South West by the end of Q1 2026. The AND of Patient and Service User Engagement (PSUE) team and ND of Public Involvement, Culture and Risk Management directorate will engage with the REOs and regional PSUE leads to expedite the establishment of Councils in the remaining 3 Regions. This approach is expected to be completed by the end of Q1 2026	<b>PARTIAL</b>
<b>2.5</b>	<b>Voluntary sector partnership:</b>				
2.5	<b>Improving the Service Arrangement process</b> New Service Arrangement contractual documentation developed in partnership with the voluntary sector through the Dialogue Forum, will come into effect [Q1] and its impact on improving the timeliness of Service Arrangements being signed will demonstrate at least a 25% improvement on 2024	CFO	Q1 - Q4	The completion level at the end of Q4 was 88.5% which is a noted improvement from the 2024 figure for the same period of 74.0%	<b>PARTIAL</b>

**Notes**

<sup>2</sup>Number revised from SLT paper 22 April 2025



## 3. Right Place and Right Time

*You will receive care in the setting most appropriate for your needs, and you will be able to access services when you need them*

**National Ambulance Service [NAS]**

**Older persons**

**Chronic disease management**

**Dementia services**

**Paediatric spinal services**

**Home support reform**

**Virtual care**

**Surgical hubs**

**Elective hospitals [Elective Care Centres]**

**National Maternity Hospital**

**National Children's Hospital Ireland [NCHI]**

**Trauma services**

**Primary care**

**Bed capacity**

**Critical care capacity**

**National Forensic Mental Health services**

Ref	Action	SRO	Due	Status Update	Action Completed
<b>3.1</b>	<b>National Ambulance Service [NAS]:</b>				
3.1	<b>NAS Alternative Care Pathways</b> In line with the HSE Urgent and Emergency Care Plan, increase the % of patients with access to NAS alternative care pathways to 6.5% by the end of 2025	ND NS&S	Q4	In Q4, NAS treated a total of <b>17,985</b> patients through alternative care pathways [Clinical Hub, Community Paramedicine, EDiTH, Pathfinder and Alternative Pre-Hospital Pathway services] with <b>5,999</b> [36.2%] of these patients avoiding Emergency Department attendance, bringing the year end to <b>60,870</b> patients  ED avoidance accounts for 6.64% of all Emergency Calls received for Q4 and 6.53% of all Emergency Calls received for 2025  [Noting the report is prepared weekly, Q4 data is from the 29th September to the 28th December and 2025 data is from the 30th December 2024 to the 28th December 2025]	<b>YES</b>
<b>3.2</b>	<b>Older persons:</b>				
3.2	<b>Specialist care in the community for older people</b> >141,000 direct patient contacts through 27 integrated care programmes for Older Persons Community Specialist Teams will be delivered	ND NS&S	Q4	<b>24,649</b> direct patient contacts through 27 integrated care programmes for Older Persons Community Specialist Teams were delivered in Q4 (Oct/Nov) bringing the total delivered to <b>131,580</b> in the first 11 months of 2025  [Q1: 36,046, Q2: 36,682, Q3: 34,203]  (Full Q4 data not yet available, on track to meet or exceed target)	<b>YES</b>
<b>3.3</b>	<b>Chronic disease:</b>				
3.3	<b>Specialist care in the community for people with chronic diseases</b> <b>334,000</b> direct patient contacts through 26 integrated care programmes for Chronic Disease Community Specialist Teams will be delivered	ND NS&S	Q4	<b>90,991</b> direct patient contacts through 26 integrated care programmes for Chronic Disease Community Specialist Teams were delivered in Q4 (Oct/Nov) bringing the total delivered to <b>438,934</b> in the first 11 months of 2025  [Q1: 108,567, Q2: 118,485, Q3: 120,891]  (Full Q4 data not yet available, on track to further exceed target)	<b>YES</b>
<b>3.4</b>	<b>Dementia services:</b>				
3.4.1	<b>Consultant led dementia services</b> Expand consultant led services for dementia assessment, diagnosis and post diagnostic support in Donegal, Kerry, Mullingar, Waterford and Wexford and initiate a consultant led service in Galway	ND NS&S	Q4	Recruitment status as follows: <ul style="list-style-type: none"> <li>• Kerry: Onboarded Dec 25</li> <li>• Galway: Onboarded mid Dec 25 and is seeing patients</li> <li>• Mullingar: 0.5 POA - agreed start date Feb 26 / 0.5 Geriatrician – readvertised</li> <li>• Waterford: Post accepted – Recruitment process ongoing</li> <li>• Donegal: Post accepted - Recruitment process ongoing</li> <li>• Wexford: Post readvertised. Interviews Jan 26</li> </ul>	<b>PARTIAL</b>
3.4.2	<b>National Dementia Registry</b> Initiate the 3-year development phase of a National Dementia Registry	ND NS&S	Q4	The HSE & National Office of Clinical Audit [NOCA] progressed the 2025 key deliverables for the Irish Dementia Registry. Clinical Lead, Project Manager & Data Analyst in post. Governance Committee formed and the inaugural meeting was held in December 25	<b>YES</b>

Ref	Action	SRO	Due	Status Update	Action Completed
<b>3.5</b>	<b>Paediatric spinal services:</b>				
3.5	<b>Paediatric spinal surgeries</b> 522 planned paediatric spinal surgeries to be delivered	REO D&M	Q1 – Q4	<b>137</b> Paediatric Spinal Surgery cases completed in Q4 <b>534</b> Paediatric Spinal Surgery cases completed in total in 2025, exceeding the target of 522 by 12	<b>YES</b>
<b>3.6</b>	<b>Home support reform:</b>				
3.6	<b>Home support – ICT system</b> Implement a national service data set and system build to support the delivery of an integrated home support and nursing home support service model for all adults, enabling the HSE to meet its requirement under future statutory regulations for home support and current NHSS requirements	ND A&I	Q4	The HSE published Stage 3 procurement documentation in 12/25 following internal approval from Home Support Programme Steering group and SLT  A decision is awaited with regard to final resource allocation for the future procurement and deployment of ICT solution for home support service and NHSS as part of NSP 2026. Project team updated business case for Digital Governance Oversight Unit and progressed Data Governance Strategy for future system	<b>NO</b>
<b>3.7</b>	<b>Virtual care:</b>				
3.7.1	<b>Acute virtual wards</b> 4 additional acute virtual wards will be delivered, bringing the total to 6, one in each region	ND A&I	Q4	The following sites are up and running with their virtual wards, Our Lady of Lourdes Hospital, Midland Regional Hospital Tullamore, Mercy University Hospital, St. Lukes' Kilkenny and Galway University Hospital, to go-live on the 27th January  Oversight of the programme for virtual ward programme is now with the Chief Technology Transformation Office	<b>YES</b>
3.7.2	<b>Virtual care in the community</b> One methodology for virtual care in the community will be agreed and deployed six times, one in each region	ND A&I	Q4	It is intended to have an agreed community initiative, the direction of travel is now for integrated hubs as against separate and distinct acute and community virtual wards	<b>YES</b>
<b>3.8</b>	<b>Surgical hubs:</b>				
3.8	<b>Surgical hubs</b> i. <b>South Dublin</b> Surgical Hub opened [Q1] ii. <b>North Dublin</b> Surgical Hub construction completed [Q4] iii. Complete building frame for <b>Cork, Waterford and Limerick</b> Surgical Hubs [Q4] iv. Complete external shell of <b>Galway</b> Surgical Hub [Q4]	ND SH&I	Q1 – Q4	i. South Dublin Surgical Hub opened in Q1 2025 ii. Construction completion achieved in Q4 2025 iii. Building frame was completed for Cork, Waterford and Limerick by end of Q4 2025 iv. External envelope in Galway Surgical Hub was completed by end of Q4 2025	<b>YES</b>

Ref	Action	SRO	Due	Status Update	Action Completed
<b>3.9</b>	<b>Elective hospitals [Elective Care Centres]:</b>				
3.9	<b>Elective hospitals [Elective Care Centres]</b> <ul style="list-style-type: none"> <li>i. Final Design Brief and Stage 1 for the Elective Hospitals in Cork and Galway completed [Q2]</li> <li>ii. Stage 2a Design for the Elective Hospitals in Cork and Galway completed [Q4]</li> </ul>	ND SH&I	Q2 – Q4	<ul style="list-style-type: none"> <li>• Initial Stage (i) submitted at end of Q2 2025, review undertaken to inform revisions required to close out stage (i) and identify an appropriate solutions for Cork and Galway Elective Treatment Centres</li> <li>• Revised Stage (i) closed out (Dec 2025) following approval by HSE Elective Care Programme Steering Group and DoH</li> <li>• Stage 2a Design for Cork and Galway commenced in Q1 2026</li> </ul>	<b>NO</b>
<b>3.10</b>	<b>National Maternity Hospital:</b>				
3.10	<b>National Maternity Hospital</b> <ul style="list-style-type: none"> <li>i. Completion of the procurement process for the construction of the new National Maternity Hospital [Q2]</li> <li>ii. Pre-Construction services contract with the selected contractor awarded [Q3]</li> </ul>	ND SH&I	Q2 - Q3	<ul style="list-style-type: none"> <li>i. Construction works procurement complete, all required HSE approvals received, Final Business Case (FBC) complete, issued to DoH for review and Ministerial endorsement, FBC will be presented to Govt. for endorsement</li> <li>ii. The HSE has entered into PCSA with preferred contractors (1st Oct 2025)</li> </ul>	<b>YES</b>
<b>3.11</b>	<b>National Children’s Hospital Ireland [NCHI]:</b>				
3.11	<b>National Children’s Hospital Ireland [NCHI]</b> <ul style="list-style-type: none"> <li>i. Substantial completion of NCHI achieved, and hospital handed over to Children’s Health Ireland (CHI) [Q3]</li> <li>ii. CHI Early Access commissioning programme commenced [Q3]</li> </ul>	ND P&P	Q3	<ul style="list-style-type: none"> <li>i. Contractor reported date for Substantial Completion and handover to CHI by end of Q4 was not achieved, with Q2 (30 April) 2026 now projected</li> <li>ii. Early Access for CHI to a limited area of the building to commenced in December 2025. The remaining substantive Early Access areas are due to be handed over in Q1/Early-Q2 2026</li> </ul> <p>The National Paediatric Hospital Development Board [NPHDB] and CHI have commenced Operational Commissioning and equipping of the limited area made available by the contractor. They continue to put in place all necessary arrangements to commence commissioning the remaining Early Access areas, once made available.</p> <p>CHI continues to utilise additional time to further plan and mitigate its Operational Commissioning Programme</p>	<b>NO</b>
<b>3.12</b>	<b>Trauma services:</b>				
3.12	<b>Major Trauma Centres</b> <ul style="list-style-type: none"> <li>i. Construction of 2 dedicated trauma theatres and a diagnostic imaging suite at the MMUH with internal reconfiguration and additional floor plates to be completed and ready to commence fitout works [Q4]</li> <li>ii. Construction of CT scanner in CUH completed [Q4]</li> </ul>	ND SH&I	Q4	<ul style="list-style-type: none"> <li>i. Works in the Mater Hospital are due to complete in September 2026. There will be a clinical commissioning period to follow which will result in the facility becoming operational in late 2026 / early 2027</li> <li>ii. The construction of the CUH CT Scanner project is planned to be completed in Q1 2026</li> </ul>	<b>NO</b>

Ref	Action	SRO	Due	Status Update	Action Completed
<b>3.13</b>	<b>Primary care:</b>				
3.13	<b>Primary Care Centres</b> Construction of 5 Primary Care Centres completed [Q2 – 2] [Q3 – 2] [Q4 – 1]	ND SH&I	Q2 – Q4	4 Primary Care Centres - practical completion received [Adamstown, Fethard, Nenagh and Ballybay] The remaining Primary Care Centre is due for practical completion in Q1 2026 [Ballyhaunis]	<b>PARTIAL</b>
<b>3.14</b>	<b>Bed capacity</b> [Additional detail in Appendix 1a and 1b]				
3.14.1	<b>Acute hospital beds – constructed</b> <b>297</b> additional acute hospital beds constructed 2024 - [Q4 – 54]  2025 - [Q1 – 24] [Q2 – 25] [Q3 – 105] [Q4 – 89]	ND SH&I	Q1 – Q4	<b>228</b> acute beds out of construction target of <b>285</b> [12 of the 297 related to revenue only beds which became operational in 2025] <ul style="list-style-type: none"> <li>• 63 beds constructed in Q4 2024</li> <li>• 24 beds constructed in Q1 2025</li> <li>• 16 beds constructed in Q2 2025</li> <li>• 105 beds constructed in Q3 2025</li> <li>• 20 beds constructed in Q4 2025</li> </ul> This brings the overall bed numbers including the 12 revenue beds to 240 out of the 297 target. In addition, to the above, there were a number of beds delivered in 2025, including: <ul style="list-style-type: none"> <li>• Completion of the 7 beds in Connolly Hospital</li> <li>• Construction of 23 Cots in Limerick Maternity</li> <li>• Completion of beds included in OLOL (18) in 2025 which are included in NSP 2026 and will be open in 2026</li> <li>• Completion of beds included in Mater Hospital - National Isolation Unit (2) in 2025 which are included in NSP 2026 and will be open in 2026</li> </ul>	<b>PARTIAL</b>
	<b>Acute hospital beds – opened and operational</b> Additional acute hospital beds opened and operational	ND A&I	Q1 – Q4	<b>196</b> Acute beds out of <b>297</b> opened & operational <ul style="list-style-type: none"> <li>• 49 beds opened in Q1 2025</li> <li>• 30 beds opened in Q2 2025</li> <li>• 1 bed opened in Q3 2025 &amp;</li> <li>• 116 beds opened in Q4 2025</li> </ul>	<b>PARTIAL</b>
3.14.2	<b>Community beds – constructed</b> <b>615</b> new or replacement community beds constructed 2024 - [Q4 – 27] 2025 - [Q1 – 0] [Q2 – 58] [Q3 – 106] [Q4 – 424]	ND SH&I	Q1 – Q4	<b>348</b> community beds out of <b>615</b> beds have been constructed <ul style="list-style-type: none"> <li>• 27 beds constructed in Q4 2024</li> <li>• 48 beds constructed in Q3 2025</li> <li>• 273 beds constructed in Q4 2025</li> </ul> In addition to the above, 12 beds were delivered in Kanturk in 2025 Behind scheduled for Q4. Actively working to address outstanding issues with Public Private Partnership [PPP] Community Nursing Unit. Issues re PPP have been escalated. Significant engagement with PPP provider in relation to construction of 7 CNU's across 4 Health Regions continues with 3 CNU's yet to be handed over	<b>PARTIAL</b>
	<b>Community beds - opened and operational</b> New or replacement community beds opened and operational	ND A&I	Q1 – Q4	<b>28</b> community beds out of <b>615</b> opened and operational <ul style="list-style-type: none"> <li>• <b>27</b> beds opened in Q1 2025</li> <li>• <b>1</b> bed opened in Q3 2025</li> <li>• <b>0</b> beds opened in Q4 2025</li> </ul> Remaining beds are in the process of opening and will be opening in 2026 as engagement with the PPP Public Private Partnership continues	<b>NO</b>

Ref	Action	SRO	Due	Status Update	Action Completed
<b>3.15</b>	<b>Critical Care capacity Phase 1:</b>				
3.15	<p><b>Critical care beds</b></p> <p>12 critical care beds in construction with</p> <ul style="list-style-type: none"> <li>i. 6 beds in St. Vincent's Hospital delivered [Q4]</li> <li>ii. 6 beds in Mater Hospital to have building frame complete [Q4]</li> </ul>	ND SH&I	Q4	<ul style="list-style-type: none"> <li>i. Delivery of the 6 Critical Care beds in St. Vincents is complete as of November 2025</li> <li>ii. Building frame completed in Q4 2025</li> </ul>	YES
<b>3.16</b>	<b>National Forensic Mental Health services:</b>				
3.16	<p><b>Mental health inpatient beds</b></p> <p>18 additional beds operational in the National Forensic Mental Health Services hospital in Portrane</p>	REO D&NE	Q4	<p>2 of 18 beds are open and the planned open date for the remaining 16 beds is by end of Q1 2026</p> <p>Recruitment progressing with 35 of 41 - 2 Registrar Psychiatry accepted from January 2026. Shortlisting to commence for Consultant Forensic Psychiatrist. Social Worker (Basic) resignation 16/12/25, post to be expressed out to panel</p>	NO



## 4. Disability Services

*Right care, in the right place, at the right time*

**Enhanced suite of disability metrics**

**Single Point of Access for Children**

Ref	Action	SRO	Due	Status Update	Action Completed
4.1	<b>Disability metrics:</b>				
4.1	<b>Enhanced suite of disability metrics</b> Develop a suite of metrics that captures progress in relation to disability operational delivery and reform	ND A&I	Q4	An initial list of KPIs was developed with Planning & Performance in Q2 and further work undertaken to reform frequency of reporting for NSP KPIs in Q4. Further development on same to take place in 2026 with representation from DCDE	YES
4.2	<b>Single Point of Access for Children:</b>				
4.2	<b>Single Point of Access for Children</b> Implement a single point of referral for children, across disability, primary care and CAMHS services	ND A&I	Q4	All six Regions submitted their plans for full implementation in Q4  A draft Single Point of Access [SPoA] referral form was also developed and user testing commenced  The finalisation of referral templates and triage tools will be prioritised in Q1 2026	YES



## 5. Strong Foundations

*We will invest in our people, the right capabilities and digital enablers to support a culture where teams are empowered to innovate and deliver excellent care*

**Health Regions implementation**

**Leadership capability building**

**Public Only Consultant Contract**

**Health Service Health App**

**ICT infrastructure**

**Maternal and Newborn EHR**

**Performance Platform**

**Productivity**

**Planning and Performance**

Ref	Action	SRO	Due	Status Update	Action Completed
5.1	<b>Health Regions implementation:</b>				
5.1	<b>HSE Regions</b> Deliver an interim report assessing the implementation of the new HSE Health Regions, including clinical and operational governance within the agreed Integrated Service Delivery (ISD) model	CTTO	Q3	DoH Evaluation report delivered to SLT for consideration. ISD design nearing completion. Transition activities (incl. recruitment) to agreed Integrated Service Delivery structures ongoing. Clinical Governance Framework design to complete Q1 2026. Remaining op model for approval Feb 2026	YES
5.2	<b>Leadership capability building:</b>				
5.2	i. <b>Consultant Leadership Programme</b> Implement new leadership programme for consultants [Q3] ii. <b>Middle Manager Leadership Programme</b> Design and develop new Middle Manager Leadership Programme [Q2] and implement programme [Q4] iii. <b>Coaching support</b> Implement individual and team coaching initiatives [Q2] iv. <b>Leadership Academy and MSc Leadership Programme</b> 50 additional places bringing the total to 100 places, will be offered on the Health Service Leadership Academy and on the MSc Leadership in Healthcare Programme [Q4]	CPO	Q2 - Q4	i. Consultant Leadership Programme launched and implemented ii. Middle Manager Leadership Programme pilot commenced in December 2025 and implementation continues iii. Jan-Dec 2025 - 137 team coaching interventions completed covering 3,244 staff across regions and the Centre, with 240 related activities including psychometrics. 563 individual coaching sessions delivered iv. Target number of additional places achieved and programmes underway	YES
5.3	<b>Public Only Consultant Contract:</b>				
5.3	<b>Framework for Public Only Consultant Contract</b> A monitoring and reporting framework on the implementation and value delivered by the Public Only Consultant Contract developed	CPO	Q3	Functionality on Doctors Integrated Management E-System [DIME] to digitalise Consultant Work Practice Plans completed. Clinical sites continue to input Work Practice Plans [WPPs]. The system provides comparative details between report dates, and demonstrates changes to work patterns, flexibility in rostering and extended presences as outlined within Public Only Consultant Contract [POCC'23]	YES
5.4	<b>Health Service Health App:</b>				
5.4	<b>Health Service Health App releases</b> Three major releases to the Health Service Health App will be delivered for patients to manage personal health information, coordinate their care, and access services including physical activity pathways and quit smoking support services	CTTO	Q4	HSE Health App released Feb 2025, and with 121,080 registered users by December 3 major releases with additional capability were delivered on time - including GP referrals & Wait List status; Maternity Self Care Pathways, QUIT Smoking, Breast Check, Prostate Cancer; addition of all iPMS hospital appointments in release 3, and additional GP Chronic Disease management data	YES
5.5	<b>ICT infrastructure:</b>				
5.5	<b>Delivery of Wi-Fi capability</b> Deliver Wi-Fi capability to all major sites for both staff and patients/service users and single sign-in technology to reach 20,000 users across our hospital system	CTTO	Q4	<b>Wi-Fi:</b> 151 Sites with Enterprise WLAN presence in 2025 (Target of 96 sites), ~3000 APs enabled and ~700 unique active clients on a daily basis; site project funding defined and agreed in late 2025 to be followed in 2026 <b>Single sign-on:</b> Live in 13 hospitals at 2025 year-end. 23,255 users added in Q4; 44,245 enabled to date	PARTIAL

Ref	Action	SRO	Due	Status Update	Action Completed
<b>5.6</b>	<b>Maternal and Newborn EHR:</b>				
5.6	<b>EHR in maternity services</b> The Maternal and Newborn EHR roll-out will be completed in all maternity hospitals, with coverage increasing to 70% of live births per annum	CTTO	Q4	MN-CMS go-live at University Maternity Hospital Limerick completed in July MN-CMS go-live at The Coombe Hospital completed in October	YES
<b>5.7</b>	<b>Performance Platform:</b>				
5.7	<b>Health Performance Visualisation Platform</b> The <i>Health Performance Visualisation Platform</i> to improve the availability and utilisation of real-time health data and service trends to support operational management and decision making to be operational in all hospitals	CTTO	Q4	29 of 33 hospitals in scope are technically live [22 HSE and 7 voluntary]: Beaumont data validation is being finalised  Outpatient Department [OPD] attendance dashboard (public facing) now shows data from 30 sites and 40 specialities with the addition of the Mater Hospital	PARTIAL
<b>5.8</b>	<b>Productivity:</b>				
5.8	<b>Outpatient Department [OPD] clinics</b> Commence programme to:  i. Establish OPD baseline core capacity at site, regional and national level  ii. Deploy an OPD clinic planning tool informed by baseline capacity work  iii. Deploy data analytics tools to support improved management of OPD clinic planning	NPU	Q2 – Q3	OPD baselining completed in 21/49 sites across HSE Dublin and North East, HSE South West, HSE Dublin and Midlands and HSE Dublin and South East  Planning tool deployed. Implementation underway in 16 sites; 4 reporting Naas General Hospital, Mercy University Hospital Cork, St Luke's Hospital Kilkenny and Midland Regional Hospital Tullamore  2026: finish baselining in 28 sites, implement tool in 45, move to business as usual	YES
<b>5.9</b>	<b>Planning and Performance:</b>				
5.9	<b>KPI review</b> To manage the prioritisation, development, approval and retiring of KPIs  i. A joint HSE, DOH, DCEDIY KPI governance process will be established [Q2]  ii. Through the national KPI governance process, priority KPIs that can be implemented in 2026, including additional priority Corporate Plan metrics <sup>3</sup> will be agreed for inclusion in the National Service Plan 2026 [Q4]	ND P&P	Q2 – Q4	i. Achieved: The Indicator Management Group, jointly led by the DOH, the HSE and DCDE, has been established  ii. Achieved: Through the HSE governance process, any priority KPIs, including the Corporate Plan priority metrics, that could be implemented in 2026 were agreed and included in the final 2026 NSP  'An annual report of health inequality across Ireland remains in development while KPIs, reflecting priority areas, such as polypharmacy in older persons, have been developed for reporting in 2026.'	YES

**Notes**

<sup>3</sup>Measure unmet need in vulnerable populations (i.e. equity) and appropriate prescribing for Older Persons, (especially in the context of expanded pharmacist scope).

# Appendix 1a: Acute Bed Capacity – Constructed and Operational Q4 Update

Profile of 297 Acute Beds by Site		Constructed							Open & operational				
HSE Region/Hospital	Acute Beds NSP 2025	Q4 2024	Q1 2025	Q2 2025	Q3 2025	Q4 2025	Sub Total	Projected construction quarter	Q1 2025	Q2 2025	Q3 2025	Q4 2025	Sub Total
<b>HSE Dublin and South East</b>													
Kilcreene Regional Orthopaedic Hospital	2	2					2	Q4 2024					
St. Luke's Hospital, Kilkenny	14	14					14	Q4 2024		14			14
<b>HSE Mid West</b>													
University Hospital Limerick – Inpatient Emergency ward (Phase I)	16	16					16	Q4 2024	16				16
University Hospital Limerick – Inpatient Emergency ward (Phase II)	16			16			16	Q2 2025		16			16
University Hospital Limerick – (Ward Block Replacement 4 x 24 beds)	96				96		96	Q3 2025				96	96
<b>HSE Dublin and North East</b>													
Our Lady of Lourdes Hospital, Drogheda	15		15				15	Q1 2025	15				15
Cavan General Hospital	10	10					10	Q4 2024					
Beaumont Hospital, Dublin	20					20	20	Q4 2025					
Our Lady's Hospital, Navan	13							2027					
Mater Misericordiae University Hospital	12	12					12	Q4 2024					
<b>HSE West and North West</b>													
Portiuncula University Hospital	6											6	6
University Hospital Galway	2									1		1	2
Merlin Park University Hospital	4											4	4
<b>HSE South West</b>													
Mercy University Hospital, Cork	10							Q4 2025					
University Hospital Kerry	19				9		9	Q4 2025				9	9
Mallow General Hospital	24							Q1 2026					
Cork University Hospital	18	9	9				18	Q4 2024 / Q2 2025	18				18
<b>TOTAL</b>	<b>297</b>	<b>63*</b>	<b>24**</b>	<b>16</b>	<b>105</b>	<b>20</b>	<b>228</b>		<b>49</b>	<b>30</b>	<b>1</b>	<b>116</b>	<b>196</b>
<b>TOTAL AT END Q4</b>		<b>228</b>							<b>196</b>				

\*63 beds is now being reported as constructed in Q4 2024 for Q3 report. The change is explained by 4 in Merlin Pk and 2 in University Hospital Galway that were included in Q2 report which are now removed for Q3 report. (54 beds previously reported in Q1 report) (69 beds previously reported in Q2 report) / \*\*24 beds is now being reported as constructed in Q1 2025 for Q3 report. The change is explained by 6 in Portiuncula that were included in Q2 report which are now removed for Q3 report. (24 beds previously reported in Q1 report) (30 beds previously reported in Q2 report) 59

## Appendix 1b: Community Bed Capacity – Constructed and Operational Q4 Update

Profile of 615 Community Beds by Site		Constructed							Open & operational				
HSE Region/Site	Community Beds NSP 2025	Q4 2024	Q1 2025	Q2 2025	Q3 2025	Q4 2025	Sub Total	Projected construction quarter	Q1 2025	Q2 2025	Q3 2025	Q4 2025	Sub Total
<b>HSE Dublin and South East</b>													
Clonmel Community Nursing Unit, Co Tipperary	50							Q4 2025					
St. Columba's Hospital, Thomastown, Co Kilkenny	95							Q4 2025					
<b>HSE Dublin and North East</b>													
St. Joseph's Hospital, Ardee, Co Louth	50					50	50	Q4 2025					
<b>HSE West and North West</b>													
Falcarragh Community Nursing Unit, Co Donegal	35	27					27	Q4 2025	27				27
<b>HSE South West</b>													
St. Finbarr's Hospital, Cork City, Co Cork	105							Q4 2025					
Killarney Community Nursing Unit, Co Kerry	130					130	130	Q4 2025					
<b>HSE Dublin and Midlands</b>													
Cherry Orchard Hospital, Co Dublin	44					43	43	Q4 2025			1		1
St. Vincent's Care Centre, Athlone, Co Westmeath	48			0	48		48	Q4 2025					
St. Vincent's Community Nursing Unit, Mountmellick, Co. Laois	58					50	50	Q4 2025					
<b>TOTAL</b>	<b>615</b>	<b>27</b>	<b>0</b>	<b>0</b>	<b>48</b>	<b>273</b>	<b>348</b>		<b>27</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>28</b>
<b>TOTAL AT END Q4</b>		<b>348</b>							<b>28</b>				