SLÁINTECARE ACTION PLAN REPORT Q1 DELIVERABLES

An Roinn Sláinte
Department of Health

Contents

Executive Summary

A detailed Sláintecare Action plan for 2019 was completed and published on March 13th 2019. The Action Plan sets out detailed deliverables and timeframes for 239 deliverables that are to be progressed in 2019 as part of the implementation of the Sláintecare vision and firmly establishes a programmatic approach to the delivery of the Sláintecare Strategy. The 28 deliverables for Quarter 1 are on track.

In the first quarter of this year the Sláintecare Programme Implementation Office (SPIO) team has been mobilised to support and drive the implementation of these projects working in partnership with the Department units, the HSE and other partners.

During the first quarter of 2019, the Sláintecare Executive Director and SPIO team have continued to engage with citizens, stakeholders and frontline staff across the health and social care service to ensure that these voices are involved in the design and delivery of the Sláintecare vision. A number of workshops, site visits and engagement events have taken place around the country with frontline clinicians. Two briefing sessions have been held with members of both the Joint Committee on Health and the former Committee on the Future of Healthcare. The Citizen Engagement and Empowerment Programme continues to be rolled out, with two regional events taking place in Quarter 1.

The SPIO team continuously engage with the HSE Leadership Team and Strategic Transformation Office to enable an integrated and cohesive approach to the implementation of the Sláintecare 2019 deliverables aligned with the National Service Plan.

SPIO Activity for Q1 2019

- The Action Plan for 2019 was compiled and published on March 13th following review by the SIAC.
- All 28 of the Q1 Deliverables are on track.
- The dedicated Sláintecare Programme Implementation Office (SPIO) staff of 15 have been mobilised and are now actively working with stakeholders and colleagues to progress the 2019 deliverables.
- The SPIO has a direct allocated budget of €23.5 million for 2019 of which € 20m is for an Integration fund which will focus on supporting the development of existing and new best practice projects, focused on integrated community-based care, that are capable of being scaled nationally.
  The Integration Fund was launched on March 22nd with a call for projects to be submitted by 18th April.
- The second Sláintecare Implementation Advisory Council (SIAC) meeting was held on 27th Feb. Dr Tom Keane is the Chair of the Advisory Council.
- Four stakeholder workshops were held jointly with the Chief Clinical Officer of the HSE, covering topics on chronic diseases and older persons.

- A Citizen and Staff Engagement and Empowerment Programme has been initiated to ensure the voice of service users is heard in the design of the reform programme.
- Content to support a pro-active communications programme for 2019 is in development.
- The SPIO represented the Department of Health at a European Council Social Protection Committee, where the CSR assessment of progress on healthcare was upgraded.
- First quarter progress report 2019 completed and all 28 (100%) deliverables are on track.
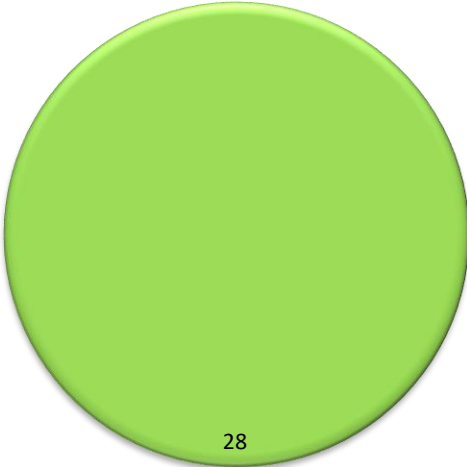
Key Sláintecare Advancements since September 2018

- The DOH, the HSE and the Irish Medical Organisation (IMO) reached consensus on a major package of GP contractual reforms which will benefit patients and make general practice a more attractive career option for doctors (April 2019).
- The 2019 Healthy Ireland campaign has been announced (April 2019).
- The Smile agus Sláinte National Oral Health Policy has been launched with a commitment to elements of universal healthcare to be implemented between 2020 to 2026 (April 2019).
- The HSE Board has been appointed (January 2019) on an administrative basis and HSE Director General has been appointed (April 2019).
- A reduction in prescription charges and a decrease in the threshold for the Drugs Payment Scheme was announced (March 2019).
- The Scheduled Care Access Plan 2019 has been published (March 2019).
- The Oversight Group to implement new model of public health medicine has been established (March 2019).
- The Independent review group on the role of voluntary organisations (Catherine Day Report) has been published (February 2019).
- The joint policy statement "Housing Options for our ageing population" has been launched (February 2019).
- The Independent Patient Advocacy Service contract has been awarded (December 2018).
- The Healthy Ireland Outcomes Framework has been launched (December 2018).
- The National Patient Experience Survey 2018 was published. 86% were happy with the service they received (November 2018).

Sláintecare Deliverables for Q1 2019

There was a total of 28 key deliverables for Q1 and the status of these is shown below:

Status Overview of Q1 Deliverables

28

On Track

RAG Status Key
On Track
Minor Challenge
Significant Challenge
On Hold

Overview of Progress of Q1 Deliverables Work Stream 1

Sláintecare Project Number	Sláintecare Project Name	Sláintecare Q1 Deliverable	Q1 RAG Status	Comment on Status
Workstream 1 - Service ReDesign and Supporting Infrastructure				
1.1.01	Develop a Health Information Policy framework	Establish plan to Develop Health Information Framework	On Track	Work on the Health Information Policy Framework is being carried out in tandem with the development of the Health Information Systems Strategy (HISS). Deliverables achieved in Q1 include: • The establishment of a HISS core project team comprising participants from the following units: Statistics and Analytics. eHealth and Information Policy, Policy & Strategy, National Patient Safety Office and Performance Management (February 2019). • Determining key work streams for the project including Data Gaps, Data Structures and Stakeholder Engagement and subsequent work plans under each work stream (March 2019). • Participation in an assessment by the World Health Organisation of Ireland's health information system with a view to addressing identified areas for improvement in the Framework/Strategy development (March 2019).

Sláintecare Project Number	Sláintecare Project Name	Sláintecare Q1 Deliverable	Q1 RAG Status	Comment on Status
Workstream 1 - Service ReDesign and Supporting Infrastructure
1.2.01	Establish population quantum and profile (age, deprivation, ability, etc.) by RICO	Conduct health population analysis	On Track	HSE Health Intelligence Population Profiling System, and linked Resource Analyser System, in place and capable of profiling population and resources on current Hospital Group and CHO basis. Health Intelligence systems flexible and reconfigurable once RICO decisions made.

Resource Analyser system has been tested for the purpose of regional allocation of additional health service capacity forecast by the DoH in the 2018 Capacity Review.

Health intelligence progressing

(1) updated SAPS from CSO to extend and revise Population Profiling System

(2) engagement with CSO on updated subnational population projections to revise health service geography population projections

Need to revise health geographies in line with Sláintecare for population profiling and resource analysis identified by Health Intelligence. |
| 1.3.14 | Implement National Trauma Strategy | Commence designation process for major centre & appoint staff to the National Trauma Office. | On Track | Designation process for major centre is underway and public consultation on service specifications and process for designation of Major Trauma Centre and two Trauma Units for the Central Network completed.
Recruitment of National Clinical Lead for Trauma Services is at an advanced stage and recruitment of other staff to proceed. |

Sláintecare Project Number	Sláintecare Project Name	Sláintecare Q1 Deliverable	Q1 RAG Status	Comment on Status
Workstream 1 - Service ReDesign and Supporting Infrastructure
1.3.15	Implement key Mental Health initiatives	Identify Telehealth pilot sites for Mental health	On Track	The HSE is currently implementing a programme of work aiming to develop digital mental health supports in Ireland. Working in close collaboration with an Irish-based online counselling service (Turn2Me.org) funded by a Service Level Agreement, the HSE is currently undertaking two six-month pilot projects exploring the potential to further develop the delivery of counselling online. Pilot 1 is focussing upon engaging service users who may potentially benefit from counselling to address mild to moderate mental health difficulties through direct referral to free counselling online from their GP. Pilot 2 is targeting service users in the Galway/Mayo and Cork/Kerry regions (CHO 2 & 4) currently on the waiting list for Counselling in Primary Care (CIPC) services. Both cohorts are being offered the opportunity to avail of free counselling online at a location of their choice via their own personal devices. The use of telepsychiatry is being explored and several pilots are being developed encompassing conducting remote psychiatric consultations to address service needs in mental health services for those with intellectual disabilities, Child and Adolescent Mental Health Services, and alcohol and substance misuse services. It is also envisaged that a pilot online Cognitive Behavioural Therapy project will be undertaken in the coming months with a view to evaluating the effectiveness of improving access to structured CBT programmes via the internet. In addition, a state-of-the-art text-based active listening service is scheduled to be launched in the coming months.
1.3.28	Develop models of local service delivery	Appoint specialist expertise for RICOs Service Design / Models of Care	On Track	A specialist has been appointed to provide expertise on the design of elements of the RICOs, with initial focus on the Community Healthcare Networks and building patient-centred service delivery units at community level.

Sláintecare Project Number	Sláintecare Project Name	Sláintecare Q1 Deliverable	Q1 RAG Status	Comment on Status
Workstream 1 - Service ReDesign and Supporting Infrastructure				
1.3.31	Review Clinical Care Programmes	Review Clinical Care Programmes and decide next steps	On Track	The national clinical programmes (NCPs) were established by the HSE 2010, in partnership with the postgraduate medical training bodies. In 2018, Dr. Colm Henry, Chief Clinical Officer (CCO) of the HSE, commissioned a review of the clinical programmes. The review recommended the consolidation of NCPs in patient care delivery themes, the establishment of a Clinical Forum to provide for two-way communication between the clinical community and corporate HSE, the appointment of a National Lead for Integrated Care by the HSE.
1.3.33	Implement Integrated Care Programmes focused on people with chronic conditions and older people	Host 4 workshops to decide implementation plans for : * COPD * Diabetes * Heart Failure * Integrated Care for Older People	On Track	Sláintecare and the HSE Chief Clinical Officer (CCO) jointly hosted four stakeholder workshops during Q1 2019, covering the four key chronic care areas of COPD, diabetes, heart failure and integrated care for older people. Attendees were asked to identify barriers and enablers to implementation of change, highlight short-term and long-term ideas for improvement and to prioritise deliverable actions that could be taken in 2019 to facilitate progress.
1.3.36	Roll out Lean Capacity Improvement Plan Project	Procure Lean Expertise for Capacity Improvement Plan	On Track	An RFT was issued to procure Lean expertise. A preferred bidder has been selected.
1.3.40	Implement Scheduled Care Access Plan 2019	Develop and publish Scheduled Care Access Plan 2019	On Track	The Scheduled Care Access Plan 2019 was published by Department of Health in March 2019.
1.3.44	Roll out waiting list validation programme	Roll out of National Centralised Validation unit and Publication of Validation schedule	On Track	The validation of waiting lists is a process whereby the accuracy of waiting lists is checked by asking patients whether they still require their Hospital Care. The National Centralised Validation Unit (NCVU) was established in the National Treatment Purchase Fund in September 2018. The purpose of the unit is to work in conjunction with hospitals to validate waiting lists using a streamlined and standardised process. This was rolled out through the following website: https://www.ntpf.ie/home/Waiting_List_Validation.htm

Sláintecare Project Number	Sláintecare Project Name	Sláintecare Q1 Deliverable	Q1 RAG Status	Comment on Status
Workstream 1 - Service ReDesign and Supporting Infrastructure
1.3.47	Implement the Recommendations of the 2018 Capacity Review plan including: - identify opportunities to open and invest in additional hospital and community beds	Provide 75 Acute beds – Winter Plan 2018/2019	On Track	75 Acute winter beds have been provided for and the status of these is as follows: | Location	Status		Location	Status
CUH	5 beds open		UHL	8 beds open
SIVUH	3 beds open		UHW	6 beds to open in Q2
Tallaght	6 beds open		Tullamore	6 beds to open in Q2
Connolly	20 beds open		Letterkenny	5 beds to open in Q2
GUH	4 beds open		St Columcille's	4 beds open & work underway to secure staff to open 4 more
UHG	4 beds open				
1.3.51	Publish and Implement "Housing Options for our Ageing Population" report	Launch Report on Housing Options for our ageing population with DHPLG	On Track	Report launched in February 2019.
1.5.05	Progress providing a digital workplace to enable health service professionals to operate in a modern digitised environment.	Identify community sites for improved digital connectivity	On Track	The majority of community sites, number of staff and services offered on each site have been identified. The status of current connectivity (type of connection and capacity) for each site has been established. The sites to be upgraded in Q2 are in the Estates capital plan. Remaining sites for upgrade in Q3 and Q4 will be identified in Q2.

Overview of Progress of Q1 Deliverables Work Stream 2

Sláintecare Project Number	Sláintecare Project Name	Sláintecare Q1 Deliverable	Q1 RAG Status	Comment on Status
Work Stream 2 - Safe Care, Co-ordinated Governance and Value for Money
2.2.01	Establish new HSE Board.	Establish new HSE Board	On Track	In September 2018, the Minister appointed Sir Ciarán Devane as Chairperson of the HSE Board following a Public Appointments Service (PAS) process. A PAS campaign to identify at least 8 ordinary members of the Board, including a Deputy Chairperson - was undertaken in November 2018. The Minister announced 8 new appointees to the Board on 22 January 2019. The Health Service Executive (Governance) Bill 2018 has been passed by the Seanad and was passed by the Dáil on 3 April 2019. The Bill as passed by the Dáil provides for an eleven person Board including at least one person who is practicing or has practiced as a member of a health profession. The Bill will now return to the Seanad for confirmation of Dáil amendments. The Minister has also committed to bringing an amendment in the Seanad to increase the clinical expertise membership requirement for the Board from one to two and to expressly provide for a member with financial expertise. The prospective members of the Board have met and have begun preparation for the formal establishment of the board but have no decision-making powers.
2.2.03	Define and agree a new organisational and operational structure for the future reconfigured health service, including respective roles of the Department of Health, the HSE and national and regional integrated care organisations.	International Evidence Review of National and Regional Health Structures	On Track	Draft HRB report received by DoH 15 March 2019. Technical observations submitted 03 April 2019 by DoH to HRB. Internal observations have been collated internally within the DoH from the different areas.

Sláintecare Project Number	Sláintecare Project Name	Sláintecare Q1 Deliverable	Q1 RAG Status	Comment on Status
Work Stream 2 - Safe Care, Co-ordinated Governance and Value for Money				
2.3.01	Determine and progress priority objectives for GP contractual reform	Determine and progress priority objectives for GP contractual reform	On Track	On 6 April 2019 the DoH, HSE and the Irish Medical Organisation (IMO) reached consensus on a major package of GP contractual reforms which will benefit patients and make general practice a more attractive career option for doctors. The measures include the provision of new services, including a structured chronic disease management programme, waiting list validation and a wide-ranging set of modernisation measures in areas of eHealth, medicines management and multidisciplinary working. Key initiatives include the rollout of electronic prescribing (ePrescribing) and the development of summary and shared care electronic patient records which will make healthcare safer and more efficient. In return for GPs' cooperation with these service developments and reforms, the Government will increase investment in general practice by approximately 40% (€210m) over the next four years.
2.3.02	Publish Catherine Day Report	Publish the independent review group (Catherine Day) report of role of voluntary organisations		The report has been published. The key action announced by the Minister at time of publication was the establishment of a new dialogue forum with the voluntary sector. Work is underway to put this in place.
2.5.02	Develop a plan for the design of population-based funding.	Research approaches for the allocation of funding on a population-based approach	On Track	Research has been conducted.

Overview of Progress of Q1 Deliverables Work Stream 3

Sláintecare Project Number	Sláintecare Project Number	Sláintecare Q1 Deliverable	Q1 RAG Status	Comment on Status
Work Stream 3 - Teams of the Future			
3.2.01	Implement Medical Training and Career Structures recommendations.	Review recommendations in the Medical Training and Career Structures document for implementation	On Track	The ninth Progress Report (August 2018 – January 2019) has been drafted. There will be further progress on the 4 key recommendations over the next 6 months.
3.4.01	Enhance leadership through the Health Service Leadership Academy.	Agree programme for the Health Service Leadership Academy	On Track	The Leadership Academy Programme has been agreed. Leading Care I, Leading Care II and Leading Care III are the first in a suite of Leadership Development programmes to be offered to the healthcare workforce and a delivery schedule for these is in place and being progressed.
3.4.03	Identify good practice in terms of Sláintecare objectives and scale/promote/disseminate through the Integration Fund	Identify good practice in innovative service delivery projects	On Track	A desktop review of Irish Integrated Case Studies and HSE Excellence Award Winners 2016 – 2018, HSCP Award Winners 2018 has been completed.

Overview of Progress of Q1 Deliverables Work Stream 4

Sláintecare Project Number	Sláintecare Project Name	Sláintecare Q1 Deliverable	Q1 RAG Status	Comment on Status
Work Stream 4 - Sharing Progress
4.1.04	Promote Values in Action among staff	Promote shared values amongst health workforce	On Track	Values in Action is led by staff from across the health service, from all grades and disciplines, who are working together to create a grassroots movement to spread the behaviours that reflect the HSE's values. A plan for 2019 is in place and events and initiatives continue to be rolled out throughout the year.
4.2.03	Convene Executive Taskforce, and Project Teams	Establish monthly Executive Task Force and Programme Teams meetings	On Track	Executive Task Force convened, and next meeting set for May 21, 2019.
4.2.01	Convene Sláintecare Implementation Advisory Council meetings	Convene Sláintecare Implementation Advisory Council Quarterly Meetings 2019	On Track	Inaugural meeting of SIAC held in Oct 2018 and Q1 meeting held in February 2019. Next meeting scheduled for June 2019.
4.2.04	Develop monthly reports and RAID logs	Agree meeting and reporting structures, frequency and methods	On Track	Weekly unit meetings scheduled, reporting structures agreed.
4.2.05	Mobilise Sláintecare Programme Implementation Team	Mobilise Sláintecare Programme Implementation Team	On Track	The Sláintecare Programme Implementation Office (SPIO) team has been mobilised to support and drive the implementation of the Sláintecare reform programme working in partnership with the Department units, the HSE and other partners.

Sláintecare Project Number	Sláintecare Project Name	Sláintecare Q1 Deliverable	Q1 RAG Status	Comment on Status
Work Stream 4 - Sharing Progress				
4.4.02	Roll out integration fund for new models of care and integration projects	Develop criteria and governance for Integration Fund. Select first group of projects. Launch callout of Integration Fund	On Track	Integration Fund launched on 22 March 2019 and the closing date for applications was 18th April 2019.
4.5.02	Publish detailed Action Plan and Publish progress reports biannually	Publish 2019 Action Plan	On Track	Action Plan published on 13 March 2019. The Action Plan outlines the project management structures and governance approach for the 10-year implantation of Sláintecare and the actions and milestones for 2019. It is a detailed and comprehensive plan for 2019 which establishes a programmatic approach to delivery of the Sláintecare Strategy.