An Roinn Sláinte
Department of Health

Sláintecare

Action Plan Deliverables September 2019

Sláintecare.
Right Care.Right Place.Right Time.

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Executive Summary

The Sláintecare Action Plan sets out detailed timeframes for 239 deliverables that are to be progressed in 2019 as the first year in the implementation of the Sláintecare vision, and firmly establishes a programmatic approach to the delivery of the Sláintecare strategy. There are 114 deliverables for the period up to September 2019, of which 106 (93%) are on track. The remaining 8 have been progressed with minor challenges (7%).

Service Redesign and Supporting Infrastructure Update

- The Healthy Ireland Outcomes Framework was published (December 2018).
- The Scheduled Care Access Plan 2019 was published (March 2019). This plan sets out measures to improve care for patients waiting for scheduled care in 2019 by reducing wait times for hospital operations and procedures and Outpatient Appointments.
- Workshops were co-hosted throughout 2019 with the Chief Clinical Officer of the HSE, on chronic diseases and older persons, to learn how to scale best practice around the country.
- The 2019 Healthy Ireland campaign was published (April 2019). It will encourage people to make positive choices to improve their health and wellbeing across three main themes – Healthy Eating, Physical Activity and Mental Wellbeing.
- The Smile agus Sláinte National Oral Health Policy was published in April 2019 with a commitment to elements of universal healthcare to be implemented from 2020 to 2026.
- Started in April 2019, the "Open Bed Report" is published monthly, making information on capacity in the health care system available in a transparent manner.
- Publication of HSE "National Clinical Programmes Review and Recommendations" (May 2019). The purpose of the review is to ensure National Clinical Programmes are appropriately aligned to support implementation of national healthcare policy and the development of service solutions to support safe, equitable access to healthcare in the appropriate setting. The HSE's Chief Clinical Officer is progressing the implementation of the recommendations.
- The National Healthy and Positive Ageing Initiative Indicators Report was published (May 2019). This report is a significant tool for Government, for Local Authorities, NGOs and society as a whole, in assessing how it feels to age in Ireland today. It is an important platform for the voices of older people.
- The Target Operating Model for the Integrated Information Service (IIS) within the HSE has been developed (June 2019). The IIS will play a major part in enabling better access to timely, joined-up, high quality information and data about the health service.
- The 3rd round of the Healthy Ireland Fund has been committed to grantees (June 2019).
- The National Clinical Lead for Trauma Services was appointed (June 2019), and ambulance protocols have been developed and implemented for the first trauma bypass site. An Independent Assessment Panel for the designation of the Central Trauma Network's Major Trauma Centre and Trauma Unit(s) for Dublin is in place and work is ongoing. The implementation of the Trauma Strategy will support a reduction in the incidence and burden of trauma, significantly improve the survival rate of major trauma patients, and ensure every patient receives the best possible standard of care in the most appropriate facility.

- Nine Community Healthcare Network (CHN) learning sites are being implemented and the recruitment process for CHN Network Managers is almost complete. The learning sites will demonstrate how local services can best be aligned around the needs of citizens at an average population of 50,000 people.
- The Delayed Discharges Oversight Group has been established and held their first meeting in July 2019. This group will ensure that people who are fit for discharge from hospital are supported to return to their homes and communities as early as possible.
- The Department of Housing, Planning and Local Government and Department of Health's Housing Options for our Ageing Population Implementation Group has been established, including agreement on terms of reference and the appointment of the group's members (July 2019).
- A model to inform and guide the regional allocation of additional health service capacity 2016 -2031 is completed.
- In July, Government approved the procurement of an EHR for the new Children's Hospital, with the procurement process commencing in Q3.
- There have been meetings held with the CEOs of the Hospital Groups and COs of the Community Healthcare Organisations, with a view to establishing six regional planning groups.
- An Elective Hospital Oversight Group has been established to advise on site selection criteria for the locations of the new elective hospitals.
- The Minister announced €20 million for 122 Integration Fund projects on 16th September 2019.

Safe Care, Co-ordinated Governance and Value for Money Update

- The Independent Patient Advocacy Service contract has been awarded (December 2018). This service will support those wishing to make a complaint about their experience of the public health service and provide support to patients who may have been affected by a patient safety incident.
- The Independent Review Group on the role of voluntary organisations (Catherine Day Report) was published (February 2019). This report provides recommendations on the relationship between the state and voluntary organisations. Work on the implementation of the recommendations is progressing.
- A public consultation on the geo-alignment of Hospital Groups and Community Healthcare Organisations was completed in May 2018 and proposals for the geo-alignment of Hospital Groups and Community Healthcare Organisations were developed in 2019. An engagement process with key Government Departments, including the Department of An Taoiseach, the Department of Public Expenditure and Reform, the Department of Education and Skills and with Hospital Groups and CHOs was established to finalise the proposed geographic alignment. The Government agreed the geographies of the six new Regional Health Areas in July 2019.
- The Minister received the Report of the Independent Review Group ("the de Buitléir Report"), which was established to examine the removal of private activity from public hospitals and published the report in August 2019. A memo is being prepared regarding next steps for the consideration of Government.
- A reduction in prescription charges of €0.50 and a decrease in the monthly threshold of €10 for the Drugs Payment Scheme was announced (October 2019). The prescription charge will help make medicines more affordable for patients.
- The HSE Board was appointed in May 2019 and the new HSE Chief Executive was appointed in April 2019. The first meeting of the new HSE Board took place on 28 June 2019.
- A joint implementation approach has been agreed between the HSE and the Sláintecare Programme Implementation Office (SPIO). Two Executive Taskforces have been established to oversee the implementation of two priority programmes: Regional Health Areas and Capacity – Access.

- The High-Level Delivery Board has met informally during Q2 and held their first formal meeting in September.
- The Sláintecare Implementation Advisory Council (SIAC) chaired by Prof. Tom Keane, held its fourth meeting on October 03rd.

Teams of the Future Update

- An Implementation Oversight Group on Progressing the Role of Public Health Doctors has been established by DOH and an Implementation Working Group has been established by HSE (March 2019).
- A Cross Departmental Group on Workforce Planning has been established. The group is progressing prioritisation, approval and oversight of cross-sectoral strategic workforce planning projects.
- The DOH, the HSE and the Irish Medical Organisation (IMO) reached consensus on a major package of GP contractual reforms. This will benefit patients and is designed to make general practice a more attractive career option for doctors (April 2019).

Sharing Progress Update

- A Citizen and Staff Engagement and Empowerment Programme, chaired by Dr. Gráinne Healy, is continuing to ensure the voice of service users is heard in the design and implementation of the reform programme.
- Significant stakeholder engagement, includes:
    - 7 citizen engagements events;
    - Over 40 stakeholder meetings/presentations/workshops;
    - 4 internal information sessions within DOH;
    - 8 major presentations to staff, stakeholders, industry and media;
    - Citizen Engagement at Ploughing Championships;
    - HSE Staff Forum Engagement Sessions; and
    - Presentations at over 30 conferences and events with stakeholders, industry and media.
- Several stakeholder meetings were held to inform design of service delivery models, including meetings focussed on Community Health Networks (CHNs) (April & June workshops) and Regional Health Areas.
- The dedicated SPIO staff of 18 have been mobilised and are now actively working with other Department of Health units and the HSE to progress the 2019 deliverables and planning for 2020 and beyond.
- The Sláintecare mid-year progress report for 2019 was published in July.

Key Enablers

1. Regional Health Areas

The decision and announcement on the geographic alignment of Hospital Groups and Community Healthcare Organisations is a critical factor impacting on a number of other key Sláintecare projects, including:

- Service planning and re-design;
- Enhanced primary and community services;
- Funding allocation mechanisms and financial management;
- Clinical Governance;
- Capital Planning; and
- Workforce Planning.

The Government made a decision and announced the six new Regional Health Areas in July 2019. There have been meetings held with the CEOs of the Hospital Groups and COs of the Community Healthcare Organisations, along with the HSE with a view to establishing six regional planning groups. These groups will also comprise other stakeholders.

2. Capital Funding

The HSE Capital Plan 2019 -2021 was launched in September 2019.

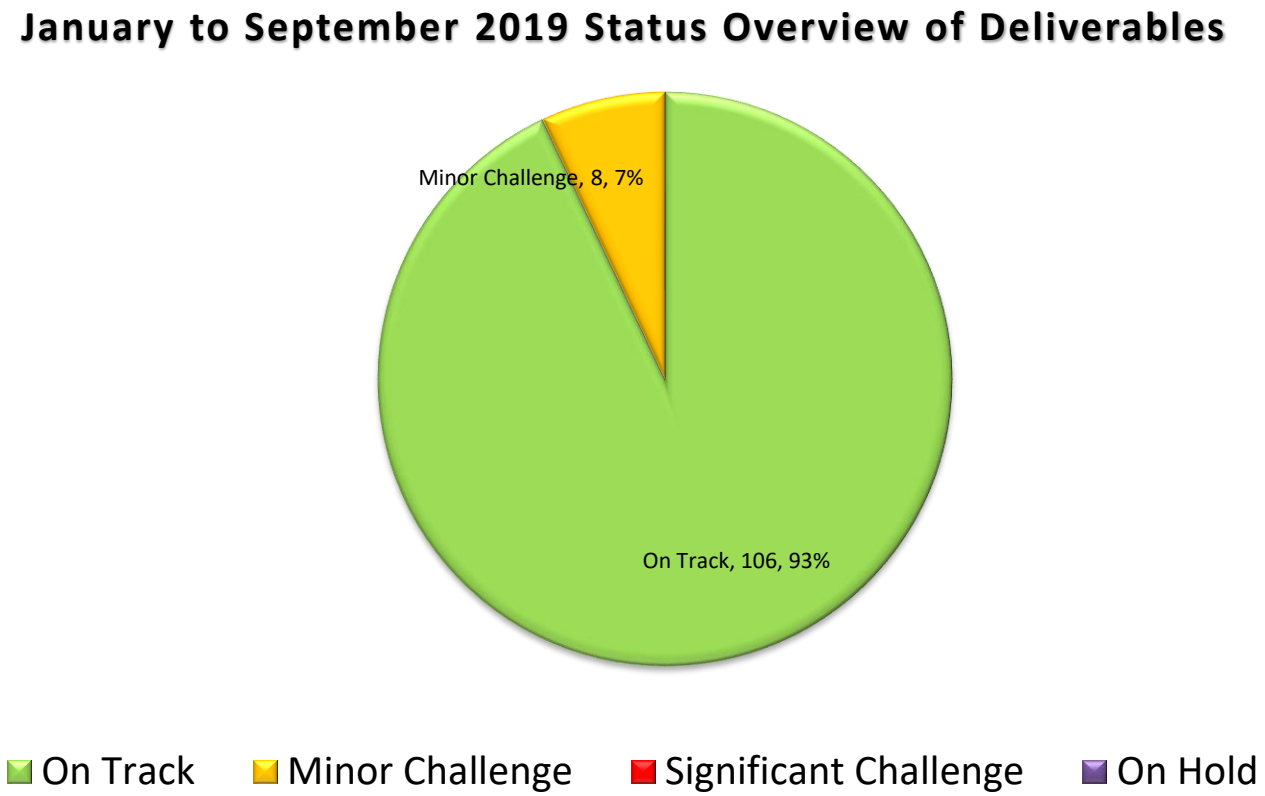
3. Eligibility and Entitlement

The High-Level Delivery Board met in September. One of the decisions reached was to establish an Interdepartmental Group to examine eligibility and entitlement.

January to September 2019 Status Overview of Deliverables

There was a total of 114 key deliverables for the first 9 months of the year and the status of these is shown below:

[1]



[1] Minor Challenge: When a deliverable is in Minor Challenge it is expected to be substantially complete within the following quarter.

2019 Priorities for Workstream 1

1. Service Re-Design and Supporting Infrastructure

SC #	Sláintecare Project Name	Deliverable	Status	Comment
1.1.01	Develop a Health Information Policy Framework	Establish plan to Develop Health Information Policy Framework	On track	Work on the development of the Health Information Systems Strategy (HISS) has been progressing. Deliverables achieved include: • The establishment of a 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. • Determining key work streams for the project including Data Gaps, Data Structures and Stakeholder Engagement and subsequent work plans under each work stream. • 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).
		Convene workshops and engagement with stakeholders to assist in drafting the Health Information Policy Framework	On Track	Three Challenge Panel workshops with participation of key stakeholders from across the health information system and the public sector data system met over the summer to discuss current issues in the system and possible policy solutions.
1.1.02	Establish an R&D forum with key partners to develop a research strategy 2020-2025	Agree terms of reference for R&D Forum	On Track	Draft Terms of Reference have been prepared by the Research Services and Policy Unit following desk-based analysis of previous strategies (Making Knowledge Work for Health (2001) and Action Plan for Health Research (2009-13)), and following engagement with key stakeholders. The Draft ToRs are subject to final review and approval by the DoH.
		Convene meeting of R&D Forum and begin gap analysis	Minor Challenge	A scoping document on learning from previous strategies (Making Knowledge Work for Health (2001) and Action Plan for Health Research (2009-13)) has been produced. The R&D Forum will meet once discussions regarding optimal governance mechanism, working arrangements, membership and supports are finalised.

SC #	Sláintecare Project Name	Deliverable	Status	Comment
1.1.03	Consolidate and invest in data and R&D infrastructure and capability	Develop Target Operating Model for Integrated Information Services (IIS) within the HSE	On Track	The Target Operating Model and the proposed IIS organisational structures have been agreed by the HSE leadership, together with the design principles for the next phase of work.
1.2.01	Establish population quantum and profile (age, deprivation, ability, etc.) by Regional Health Area.	Conduct population health analysis	On Track	HSE Health Intelligence Population Profiling System, and linked Resource Analyser System, is in place and capable of profiling population and resources on the current Hospital Group and CHO basis. The system is flexible and reconfigurable to align with the recent announcement of the Regional Health Areas. The Resource Analyser System has been tested for the purpose of regional allocations for additional health service capacity forecasted by the Department of Health (DoH) in the 2018 Capacity Review.
1.3.01	Finalise principles for National Framework for Models of Care design	Finalise principles for National Framework for Models of Care design	On Track	The National Framework and principles for the design of models of care has been completed. The development of the framework, led by the Office of the Chief Medical Officer, was informed by workshops on care design for services for older people, local service delivery models and various chronic diseases, which included multidisciplinary stakeholders and the patient voice. In addition, targeted workshops and meetings were held with representatives of internal Department of Health divisions, as well as senior clinical and management leaders from the Health Service Executive to inform the development of the principles.
1.3.03	Develop Healthy Ireland Strategic Action Plan 2020-2022	Develop Healthy Ireland Strategic Action Plan 2020 - 2022	On Track	The process to develop the Healthy Ireland Strategic Action Plan has been initiated, with an expectation to deliver the plan by the end of Q2 2020.

SC #	Sláintecare Project Name	Deliverable	Status	Comment
1.3.04	Deliver 3rd round of Healthy Ireland Fund	Deliver 3rd round of Healthy Ireland Fund	On Track	All grantees have been contracted for the third round of the Healthy Ireland Fund.
1.3.05	Progress key Government approvals (incl. next phase of Outcomes Framework and establishment of HI Office)	Agree details of next phase of Sláintecare / Healthy Ireland Outcomes Framework	On Track	The Sláintecare/Healthy Ireland Outcomes will be aligned with a Health System Performance Framework (HSPA) which is being developed with the assistance of the European Commission Structural Reform Support Service. As part of the development of the HSPA, the successful tenderer will be expected to deliver the following output: 1. A Health System Performance Assessment (HSPA) framework which will provide a method for the collection, collation, and analysis of robust data around key performance indicators in the health system. 2. Modules within the HSPA will provide measurable and quantifiable outcome-based indicators which can be linked to relevant health policies and strategies enabling the integration of policy and reform with performance oversight. 3. An exchange with other EU experiences in HSPA is organised to share views and good practice. The result will be an improved performance assessment framework that will enable the Department of Health to improve its analysis of the quality, safety, effectiveness, efficiency, accessibility and overall performance of the Irish health system.
1.3.06	Publish Healthy Ireland Survey	Complete information gathering and prepare Healthy Ireland Survey report	On Track	The fieldwork on the Survey is complete and IPSOS are compiling the report. The report for publication is to be prepared in quarter 4.

SC #	Sláintecare Project Name	Deliverable	Status	Comment
1.3.12	Complete scoping of operating model for Health & Wellbeing in the context of Regional Health Areas to accelerate consistent and measurable implementation of Healthy Ireland objectives across all services	Complete scoping of operating model for Health & Wellbeing in the context of Regional Health Areas to accelerate consistent and measurable implementation of Healthy Ireland objectives across all services	On Track	A scoping document of an operating model for Health & Wellbeing, in the context of Regional Health Areas, is in development.
1.3.13	Continued implementation of the Healthy and Positive Aging Initiative (HaPAI) including publication of National Indicators Report	Publish National Healthy and Positive Ageing Initiative Indicators Report	On Track	The National Healthy and Positive Ageing Initiative Indicators Report was published on 29th May 2019.
1.3.14	Implement National Trauma Strategy	Commence designation process for major centre & appoint staff to the National Trauma Office	On Track	The designation process for the major centre is underway and public consultation on service specifications and the process for the designation of the Major Trauma Centre and two Trauma Units for the Central Network is completed. The National Clinical Lead for Trauma Services was appointed in June 2019 and the recruitment of other staff is progressing. An Independent Assessment Panel for the designation of the Central Trauma Network's Major Trauma Centre and Trauma Unit(s) for Dublin is in place and work is ongoing. Following receipt of advice from the Independent Assessment Panel, the HSE will make a recommendation to the Minister in Q4.

SC #	Sláintecare Project Name	Deliverable	Status	Comment
		Develop ambulance bypass protocols	On Track	Ambulance protocols have been developed and implemented for the first bypass site (Naas General Hospital). A review of implementation will inform the roll-out to other identified bypass sites before end-2019.
1.3.15	Implement key Mental Health initiatives and review recommendations of the Mental Health Act 2001	Identify Telehealth pilot sites for Mental health	On Track	The HSE, working in close collaboration with a counselling service, is currently undertaking pilot projects exploring the potential to develop the use of online counselling. Pilot 1 commenced in November 2018. Service users in the South Wicklow area, identified by GPs as potentially benefiting from counselling to address mild to moderate mental health difficulties, are being offered the opportunity to avail of free online counselling at a location of their choice. Pilot 2 is targeting service users in the Galway/Mayo region (CHO2) currently on the waiting list for counselling in Primary Care services. There has been equipment purchased and training taking place in Q4 for Adult Mental Services in Mayo, with plans developed for additional telehealth services for Youth Drug and Alcohol Services. Pilot 3 is operational in CAMHS in Cork and subject to monitoring and review.
1.3.17	Complete review of specialist cardiac services and report on best practise	Complete review and report of specialist cardiac services	Minor Challenge	Significant work has been completed on the cardiac services review with the most recent meeting of the Steering Group on 16 September 2019. An evidence synthesis review has been completed. The HSE Health Intelligence Unit is completing its geo-spatial analysis on drive times and is modelling proposed networks of cardiac services. Two international site (peer review) visits to Belfast and Glasgow are scheduled for October and November 2019.
1.3.18	Agree, procure and commence implementation of a single assessment tool	Evaluate requirements for the Single Assessment Tool (SAT)	On Track	The procurement of the interRAI Ireland assessment system is underway. A short list of potential vendors was produced, and they were invited to demonstrate their systems. Following demonstrations, the procurement selection process identified one vendor who was selected as the successful vendor. The process of contracting with the successful vendor is underway. This involves identifying phasing of development, training, and implementation for the interRAI Ireland system. The Department and HSE are engaging with a view to determining appropriate governance structures for the roll-out.

SC #	Sláintecare Project Name	Deliverable	Status	Comment
1.3.28	Develop models of local service delivery	Appoint specialist expertise for Regional Health Areas Service Design / Models of Care	On Track	An expert with international experience is providing expertise on the design of elements of the Regional Health Areas, and additional learning from international experience of health service reform is being incorporated.
		Set up integrated co-design teams from CHOs / HGs / GPs / Pharmacists / Allied Health / Nursing / Other Partners to develop models of local service delivery	On Track	Several stakeholder meetings have been held to inform the design of integrated local service delivery models, including meetings focussed on CHNs (April & June workshops) and Regional Health Areas (June Mid-West workshop). All engagements have involved significant interdisciplinary stakeholder involvement, including the patient voice, local authorities and other partners linked to health and social services.
		Engage with integrated care stakeholders	On Track	Additional engagement is planned for Q4. Regional Planning Teams are being established to progress co-design of services at a regional level based on population needs.
		Conduct workshops with integrated care stakeholders	On Track	Several stakeholder meetings have been held to inform design of integrated local service delivery models, including meetings focussed on CHNs and Regional Health Areas. These engagements have involved significant interdisciplinary stakeholder involvement, including the patient voice, local authorities and other partners linked to health and social services. Further engagement is planned for Q4.
1.3.29	Develop principles of Models of Care for regional integrated care delivery within a national framework context	Develop principles for Models of Care (MoC) for regional integrated delivery within a National Framework context	On Track	The National Model of Care Framework covers principles for models of care at a regional level. The implementation and applicability of the principles of the national framework will be assessed at regional level.

SC #	Sláintecare Project Name	Deliverable	Status	Comment
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 in 2010, in partnership with the postgraduate medical training bodies. A review of the programmes was commissioned by the Chief Clinical Officer (CCO) of the HSE and published in April 2019. 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, and the appointment of a National Clinical Lead, Clinical Innovation and Design for Integrated Care by the HSE. The review was considered by HSE Leadership and actions are underway to implement the agreed recommendations of the review. Recruitment for the position of a National Clinical Lead for Integrated Care, Clinical Innovation and Design is in progress.
1.3.32	Select and develop demonstrator sites to support integrated care	Decide on regional CHN demonstrator sites	On Track	Nine learning sites are being implemented and the recruitment process for CHN Network Managers is underway. Workshops have been held with stakeholders to progress local integrated service delivery in partnership with 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	The Sláintecare Programme Implementation Office (SPIO) and the Chief Clinical Officer (CCO) of the HSE jointly hosted four stakeholder workshops during 2019, covering key chronic care areas of COPD, diabetes, heart failure and integrated care for older people. Attendees were asked to identify the barriers and enablers to implementing change, highlight short-term and long-term ideas for improvement and to prioritise deliverable actions that could be taken in 2019 to facilitate progress. Findings from these workshops informed the selection of the Integration Fund projects.
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 and a preferred bidder was selected.

SC #	Sláintecare Project Name	Deliverable	Status	Comment
		Develop Lean Capacity Improvement Plan	On Track	The Lean Expert has engaged in multiple workshops and drafted a Lean approach to deliver improved hospital productivity.
1.3.39	Develop Scheduled Care Improvement Plan 2019-2020	Develop Scheduled Care Improvement Plan 2019-2020	On Track	The draft plan was completed. It was agreed this work will form part of the wider Scheduled Care Transformation Programme to ensure there is a coordinated approach across all specialities.
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.
1.3.41	Commence implementation of the recommendations of the Delayed Discharges Report	Establish Delayed Discharges Oversight Group	On Track	The Oversight Group has been established with the Minister of State with special responsibility for Mental Health and Older People, Mr Jim Daly TD, as Chair. The first meeting of the Group was held on 9th July 2019.
1.3.43	Develop and Implement Winter Plans	Publish a review of Winter Plan 2018/2019	Minor Challenge	The HSE has published the Terms of Reference of an Independent Review that will form part of the overall evaluation of the Winter Plan (2018/19). The Independent Review will focus on the 9 hospitals and relevant community healthcare organisations (CHO's) that were the subject of focused support throughout the winter namely; Tullamore, Tallaght, Naas, Limerick, Cork, Waterford, Galway, St. Vincent's and the Mater. The aim of this review is to identify and better understand the specific factors that contributed to improved performance over the winter period, and to identify key learning in terms of what worked well, key challenges and the improvement opportunities in terms of optimising existing capacity and capability. The review will also help inform the planning process for this year's Winter Plan (2019/20)

SC #	Sláintecare Project Name	Deliverable	Status	Comment
		Prepare Winter Plan 2019/2020	On Track	The first draft of the Winter 2019/2020 Preparedness Plan was completed in August 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. Link: https://www.ntpf.ie/home/Waiting_List_Validation.htm
1.3.45	Carry out a review ED, MIU, MAU and similar unit utilisation.	Commence review of best Practice utilisation of ED, MIU and MAU	On Track	A cross sectional ED study has been initiated to develop a profile of ED attendees from across rural and urban settings, to examine appropriate and avoidable ED attendances, and to identify ambulatory care sensitive emergency admissions among ED attendees. These includes representatives of differing hospital groups, models and different case mixes (urban/rural).
		Workshop and engage with Stakeholders to examine options for optimum utilisation of ED, MIU and MAU	On Track	In total, 5 sites have been chosen for the ED study which reflect differing hospital groups, differing case mixes and differing catchment areas. These are University Hospital Limerick; Midlands Regional Hospital Tullamore; Letterkenny University Hospital; St James's Hospital, Dublin; St Vincent's University Hospital, Dublin. A 24-hour census is planned at each site. The research consists of a consumer survey to ascertain the reason for visit, healthcare use and service awareness in the community. A panel of healthcare professionals will also judge the 'appropriateness' of the ED attendance based on objective criteria pulled from the medical charts. The SLA has been signed, the staff have been recruited to the project, and the ethics applications are in development for the first of the five sites. The aim is to have data from two sites before Christmas.

SC #	Sláintecare Project Name	Deliverable	Status	Comment
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.
		Publication of "Open Bed Report"	On Track	The Open Beds Report provides a summary of the average numbers of open inpatient beds and day beds/places in the acute hospital system based on data provided by the HSE. The report is published on the Department website each month.
1.3.48	Implement the Recommendations of the 2018 Capacity Review plan including: — Decide criteria for Elective/Ambulatory site selection and decide on locations	Conduct population profiling to inform hospital and community beds planning	On Track	Population Health Resource Allocation Profiles - A model to inform and guide regional allocation of additional health service capacity pursuant to the Capacity Report 2016 -2031 is completed.
1.3.50	Develop Social Care Strategy	Conduct International literature review on National Social Care Strategy	On Track	A scoping review of international approaches has been carried out.
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	The Report was launched in February 2019.

SC #	Sláintecare Project Name	Deliverable	Status	Comment
		Convene with DHPLG interdepartmental implementation group.	On Track	The Ministers have agreed the terms of reference and a Chairperson has been identified.
1.3.53	Publish "A Vision for Change" mental health strategy (no. 2)	Publish "A Vision for Change" Mental Health Strategy (no.2)	Minor Challenge	The Oversight Group refresh strategy has been drafted and an implementation plan is being prepared to accompany the strategy document, with publication due in quarter 4, 2019.
1.4.01	Review utilisation of Primary Care Centres	Conduct review of Primary Care Centres' potential role in regional integrated models of care	On Track	A list of the Primary Care Centres has been compiled including details on the specialisms available at each location, including diagnostics services.
1.4.02	Review diagnostics requirements in a Regional Health Area context (community and hospital settings).	Review diagnostics requirements in a regional integrated care context	On Track	A review document has been produced with a focus on the current models of care. The document details work to progress the remaining deliverables for 2019.
		Develop report of existing and potential diagnostics capacity & expansion of services	Minor Challenge	This work programme is being conducted jointly by Acute Hospitals and Community Services, in conjunction with HSE Estates and the Health Intelligence Unit. A profile of existing diagnostic capacity and data is being mapped by region.

SC #	Sláintecare Project Name	Deliverable	Status	Comment
1.4.04	Prioritise locations for expansion of community and hospital beds	Assess financing options for Capacity Plan recommendations for community and hospital beds	On Track	Financing options are being considered in the context of overall capacity planning.
1.5.01	Progress procurement of the Electronic Health Record	Secure Government decision for EHR procurement	On Track	In July, Government approved the procurement of an EHR for the new Children's Hospital and that procurement process has commenced in Q3. A further memo for Government on the delivery of a national Electronic Health Record for the wider health service, both community and hospital services, will be progressed.
1.5.02	Establish Individual Health Identifier Office	Establish Individual Health Identifier (IHI) Office	On Track	The IHI office has been established.
1.5.04	Commence development of a National community based ePrescribing service	Establish governance for ePharmacy programme	On Track	The appropriate governance structure to drive the successful development and implementation of ePharmacy programme has been established.

SC #	Sláintecare Project Name	Deliverable	Status	Comment
		Conduct stakeholder engagement for ePharmacy programme	Minor Challenge	Formal governance has recently been put in place for this project to commence development of a national community-based e-Prescribing service. Work is under way to recruit a project team which will include 2 Chief 1 Pharmacists and a Programme Manager. Stakeholder engagement has been undertaken in regard to the development of a medicinal product catalogue. Formal stakeholder engagement for the ePharmacy programme will commence when the project team is in place, and the project scope and deliverables are agreed through the newly established governance.
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 provisional plan is to upgrade the connectivity for between 200 and 300 community sites per annum.
		Upgrade community site connections and deploy end user devices as part of Digital Workplace Project - 1st tranche	On Track	The status of current connectivity, as well as the number of staff and services offered for each site, has been established and those sites with the existing necessary connectivity and capacity have been identified. Sites that are part of the HSE Estates capital plan to be upgraded continue to be actioned as part of that plan, while remaining sites requiring a connection upgrade have been evaluated to specify the connectivity type to be implemented. Prioritisation listing of sites for quarter 3 & quarter 4 has been completed.
		Upgrade community site connections and deploy end user devices as part of Digital Workplace project - 2nd tranche	On Track	The Chief Technology Officer (CTO) Network team and CHO Primary Care Leads have created a priority listing of the sites plan based on the best method to address implementation of improvement rollout. Quarterly measurables include: - Community Mobile Devices Deployment - Community Devices Deployment - Community Telephony Deployment - Community New Builds The next step is to upgrade the connectivity based on priority listing. Through the CTO, devices both mobile and desktop continue to be rolled out to front end users.

SC #	Sláintecare Project Name	Deliverable	Status	Comment
1.5.07	Identify Telehealth Care solutions	Workshop & research existing telehealth solutions	On Track	Initial scoping research has been produced, incorporating broader OECD research on telemedicine and its uses. Pilot mental telehealth sites have been established. Next steps will involve inviting stakeholders to workshop the potential benefits of telehealth in other healthcare areas.
1.5.08	Continue implementing financial / corporate systems to improve accountability and ensure money can follow patient activity (link to 2.5 Financing Reform Programme)	Procure and select Strategic Implementation Partner for National Finance System	On Track	Following an extensive Competitive Dialogue Procurement Process, an IFMS System Integrator has been identified. The Finance Reform Programme Board has approved the following: - The outcome of the Procurement Process for the IFMS System Integrator. - The Contract Approval Request Form. The Contract Approval Request is being presented to the HSE Board on the 18th of October seeking approval to sign the contract with the system integrator.

2. Safe Care, Co-ordinated Governance and Value for Money

SC #	Sláintecare Project Name	Deliverable	Status	Comment
2.1.01	Consult and finalise and announce decisions on the geographic alignment of Hospital Groups and Community Healthcare Organisations	Announce Geoalignment and Regional Health Area structures	On Track	Following approval from the Government, the six new Regional Health Areas were announced in July 2019.
2.1.03	Explore devolving decision making and autonomy to regional level	Research Governance of successful regional integrated structures in other jurisdictions	On Track	HRB Evidence Review on regional health organisations in an international context was published in August 2019.
2.2.01	Establish new HSE Board	Establish new HSE Board	On Track	On 5 June 2019 the Health Service Executive (Governance) Act 2019 was signed into law by the President. The Minister for Health signed a commencement order for the Health Service Executive (Governance) Act 2019 which formally established the HSE Board with effect from 28 June 2019. The HSE Board held its first statutory meeting on 28 June 2019. Priority issues for the new HSE Board include: • Developing and implementing an effective performance management and accountability system in the HSE. • Developing a plan for building public trust and confidence in the HSE and the wider health service. • Ensuring the HSE's full support for and implementation of the Government's programme of health reform as set out in the Sláintecare Implementation Plan.

SC #	Sláintecare Project Name	Deliverable	Status	Comment
2.2.03	Define and agree a new organisational and operational structure for a reconfigured health service, including respective roles of the DOH, the HSE and national and regional integrated care organisations	International Evidence Review of National and Regional Health Structures	On Track	HRB Evidence Review on regional health organisation in an international context was published in August 2019. https://www.hrb.ie/publications/publication/regional-health-organisations-an-evidence-review/returnPage/1/
		Develop draft options appraisal for the new organisational and operational structure for the future reconfigured health service (DoH, HSE, RHAs)	On Track	Options appraisals are being drafted.
2.2.04	Progress the Patient Safety Bill to encompass clinical audit, reporting of serious events, open disclosure and extension of HIQA's remit to the private sector	Complete Patient Safety Bill Legislative Draft	On Track	Officials of the DoH and the OPC are continuing to progress this legislation. It is expected that the Patient Safety Bill will be introduced in the Winter Dáil session.

SC #	Sláintecare Project Name	Deliverable	Status	Comment
2.2.06	Implement a patient safety, complaints and advocacy policy	Roll out patient safety, complaints and advocacy competency framework	On Track	The Patient Advocacy Service completed its first phase of training and recruitment of manager and advocates. The service has made the necessary preparations for start date of 31 October 2019.
2.2.08	Progress the development of a National Adult Safeguarding Policy for the health sector	Commence development of Adult Safeguarding Policy for the health sector	On Track	A Steering Group on Health Sector Adult Safeguarding was set up in December 2018 to assist the Department of Health in its development of a national policy and held its first meeting in February. Three Steering Group meetings were held in the first half of 2019 (details at https://health.gov.ie/adult-safeguarding/health-policy-development/).

SC #	Sláintecare Project Name	Deliverable	Status	Comment
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. A HSE Circular issued on 4 June 2019 to GPs outlining the Service Modernisation and Reform Measures with a Confirmation of Acceptance Form for the GP to sign. There are currently 2,504 General Medical Services contract holders who are eligible to sign up to the GP agreement and to date, 94% of GPs with GMS contracts (2,341 GPs as of 2 October) have signed up to the agreement.
		Establish 'basket of services' for chronic disease management aligned to the new GP contract agreement	On Track	The Chronic Disease Management Programme involves type 2 diabetes, asthma, Chronic Obstructive Pulmonary Disease (COPD), and Cardiovascular Disease

SC #	Sláintecare Project Name	Deliverable	Status	Comment
2.3.02	Publish Catherine Day Report	Publish the independent review group (Catherine Day) report of role of voluntary organisations	On Track	The report has been published. The key action announced by the Minister at the time of publication was the establishment of a new dialogue forum with the voluntary sector. Work is underway to put this in place.
2.3.03	Publish and consider recommendations of the de Buitléir report	Consider the implications of the recommendations of the de Buitléir report	On Track	The Minister has received the Report of the Independent Review Group established to examine the removal of private activity from public hospitals. Departmental consideration of the report and recommendations is ongoing and has included engagement with the Department of Public Expenditure and Reform and the Department of the Taoiseach.
		Seek Government decision on the Independent Review Group and the De Buitleir Report's recommendations	Minor Challenge	The Minister published the de Buitléir report in August 2019. A memo is being prepared regarding next steps for the consideration of Government.
2.3.05	Develop role of different health care professional contractors and voluntary groups	Examine the potential for healthcare professionals, contractors and voluntary groups to explore models of care opportunities	On Track	Meetings and workshops have been held with contractors and healthcare professional groups to explore models of care opportunities. A conference is being held jointly with the Health Reform Alliance and Sláintecare in October 2019.

SC #	Sláintecare Project Name	Deliverable	Status	Comment
2.4.01	Review the basis for existing hospital and medication charges	Review basis for existing hospital and medication charges	On Track	A draft review on the levels of existing charges and exemptions given has been undertaken.
2.4.02	Review current framework and develop a policy proposal and roadmap for universal eligibility	Establish Interdepartmental Group on Eligibility / Entitlement	On Track	There is an agreement to establish the Interdepartmental Group, following discussions at the High Level Delivery Board for Sláintecare. A policy dialogue is scheduled in quarter 4.
2.4.04	Commence a staged pilot of personalised budgets for people with a disability over a two-year period	Initiate proposals for personalised budgets for people with a disability	On Track	The National Steering Group and HSE Working Group are both established, and a Project lead is in place. Proposals to initiate the different funding models and governance structures to be tested are now being finalised.
2.5.01	Develop proposals for multi-annual budgeting in the health and social care system to facilitate accountability and planning and strengthen financial management for revenue and capital funding.	Develop paper to inform the development of proposals for multi-annual budgeting in the healthcare system	On Track	A paper to inform the development of proposals for multiannual budgeting in the healthcare system has been drafted.
		Establish interdepartmental (DoH, DPER, HSE) Working group to review multi-annual budgeting	Minor Challenge	Discussions on the establishment of an interdepartmental working group have taken place.

SC #	Sláintecare Project Name	Deliverable	Status	Comment
2.5.02	Develop a plan for the design of a system of population-based funding.	Research approaches for the allocation of funding on a population-based approach	On Track	Research has been undertaken for the allocation of funding on a population-based approach.
		Review international best practice for population-based funding	On Track	Research papers have been evaluated and synthesised to extract the key elements of population-based funding. These include age, gender, deprivation index, isolation and disease status and ethnicity.
2.5.03	Develop plan to embed and extend the benefits of hospital activity-based funding (ABF)	Develop the "Hospital ABF implementation plan 2019-2022" to embed and extend ABF benefits	On Track	The Draft Hospital ABF Implementation Plan was submitted to the DOH in May. A change has been agreed to the overall project plan to incorporate community costing.
		Complete Initial comparison costing report on the commissioning of external disability and mental health residential placements	On Track	This report is currently being progressed and will be completed by end-Q4.

SC #	Sláintecare Project Name	Deliverable	Status	Comment
2.5.05	Benchmark quantum of health and social care budget in a comparative international context	Conduct research for health and social care budgets in comparable international jurisdictions	On Track	Work completed and findings to be presented at workshop in DoH scheduled for 2nd half of October.
2.5.07	Develop financial models to redirect demand to location of least complexity	Identify areas of healthcare provision that can be relocated from hospitals to community settings	On Track	Key areas have been identified that will free up capacity within the hospital system.
2.5.09	Undertake a governance review of the drugs approval and procurement process.	Undertake governance review of drugs approval and procurement process	On Track	Draft working document in development. Expected completion end-Q4 2019.

2019 Priorities for Workstream 3

3. Teams of the Future

SC #	Sláintecare Project Name	Deliverable	Status	Comment
3.1.01	Commence development of an Integrated Workforce Plan (WFP)	Commence development of an Integrated Workforce Plan to include Doctors, Nurses, HSCPs and all staff	On Track	The priority project for integrated workforce planning is the new community-based model of care currently being redesigned in the 9 CHN learning sites. Initial steps have been taken to review existing available workforce data in HSE including recommendations of the Capacity Review and the Population Health Resource Allocation model.
3.1.02	Identify resources to enable the HSE to lead on detailed strategic health workforce planning	Establish a team to lead on detailed strategic health workforce planning	On Track	The National Strategic Framework for Health and Social Care Workforce planning sets out the appropriate governance structures, namely the Joint Strategic Health Workforce Planning Group and Cross Departmental Workforce Planning Group. The Cross Departmental Workforce Planning Group has been convened and is operational. The joint DoH/HSE/Tusla strategic workforce planning group has been established. During the initial implementation phase, this group will be responsible for supporting and overseeing the development of operational workforce planning across the health and social care sectors. A subgroup has been focussing on the development of a protocol for engagement for workforce planning purposes with the Education sector.
3.1.05	Progress development of Public Health Doctors role in Ireland	Progress development of Public Health Doctors' role in Ireland	On Track	The Implementation Oversight Group has been established by DOH and an Implementation Working Group has been established by HSE. All actions to develop and implement the new model for the delivery of public health medicine are on track to be delivered as planned.
3.1.06	Cross Departmental Workforce Planning Forum	Convene Cross Departmental Workforce Planning Forum	On Track	A Cross Departmental Group (CDG) has been established. The CDG will mainly be responsible for the prioritisation, approval and oversight of cross-sectoral strategic workforce planning projects.

SC #	Sláintecare Project Name	Deliverable	Status	Comment
3.2.01	Implement Medical Training and Career Structures recommendations	Review recommendations in the Medical Training and Career Structures document for implementation	On Track	A draft ninth Progress Report covering August 2018 to January 2019 has been prepared. There will be further progress on the 4 key recommendations over the next 6 months.
		Develop implementation policy and plan to roll out Medical Training & Career Structures recommendations	On Track	Currently, 3 of the 4 deliverables have been achieved. 1. Principles for protected training time(PTT) agreed, working group established to drive implementation and measurement and agreement that trainees would record PTT. Postgraduate training bodies will monitor trainees' records to ensure adherence. 2. Training Supports Scheme for 2019/2020 is being rolled out. Online application platform developed as part of National Employment Record. Scheme launched in July 2019. 3. The pilot of task reallocation will form part of work planning for 2020. 4. Report of the NDTP Working Group on Doctors not in Training: *Optimising the Irish Medical Workforce* presented to HSE EMT in Sept 2019 (Case for Change Document).
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 to be offered to the healthcare workforce in 2020 and a delivery schedule for these is being progressed.
3.4.02	Introduce skills development programmes including lean improvement projects	Agree professional skills development programmes including lean improvement projects	On Track	The professional skills development programmes delivered by National HR (Leadership, Education and Talent Development) have been agreed. 1:1 interviews with relevant CHN staff together with support for their learning and development needs is ready to commence pending the launch of the CHN learning sites. Leadership, Education and Talent Development is progressing the Network Manager Orientation booklet. The work plan is agreed for the HSeLanD hub for CHNs and the development/build is underway. In total, 21 staff across the CHO and HGs PMOs will commence Bronze Lean training and 11 will commence green lean training in 2019, through a one-off initiative funded by the Strategic Transformation Office and Ireland East Hospital Group.

SC #	Sláintecare Project Name	Deliverable	Status	Comment
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 desk top review of Irish Integrated Case Studies and HSE Excellence Award Winners 2016 – 2018, HSCP Award winners 2018 has been completed, with a total of 286 projects.

2019 Priorities for Workstream 4

4. Sharing Progress

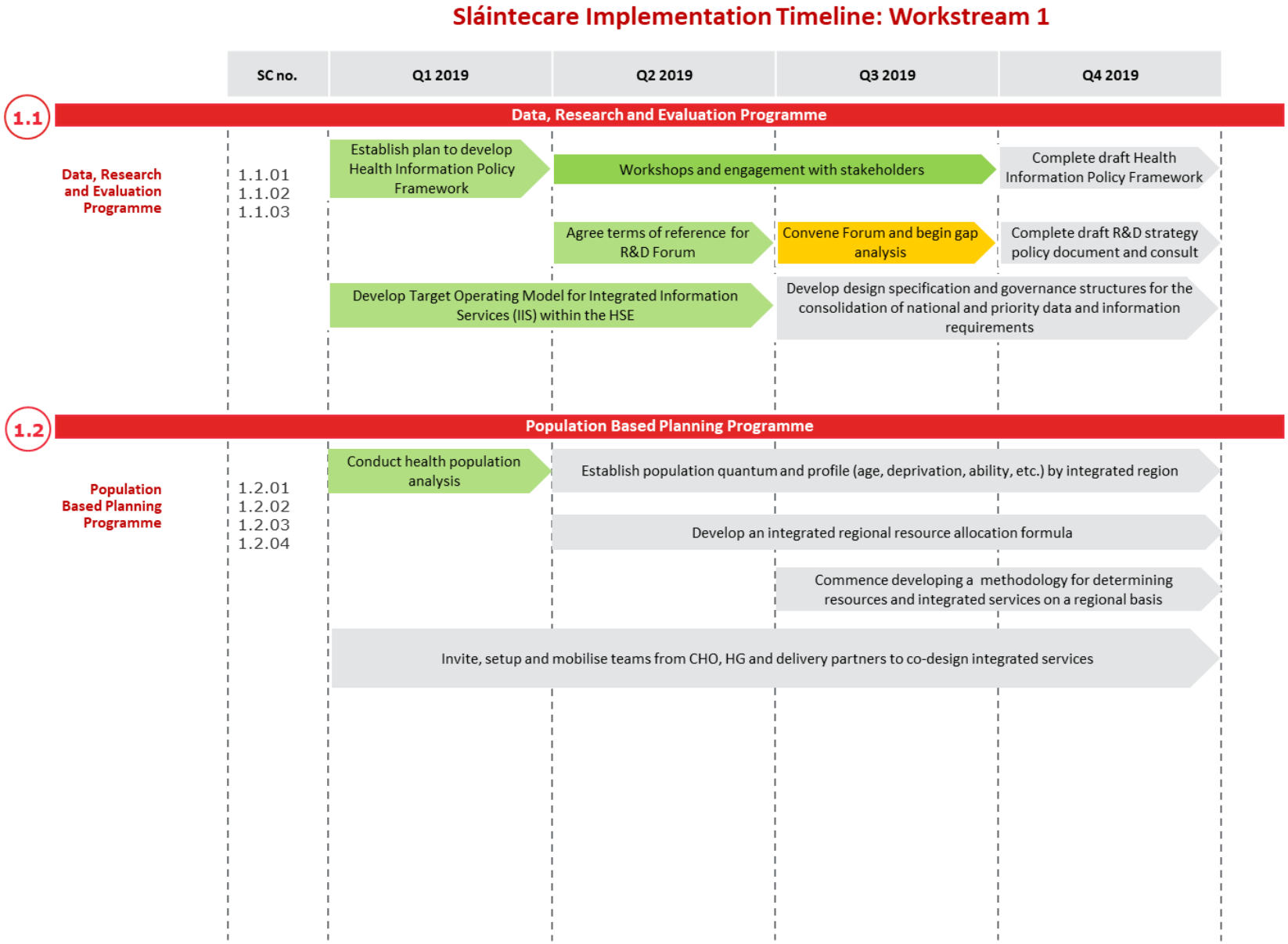
SC #	Sláintecare Project Name	Deliverable	Status	Comment
4.1.01	Launch and roll out a public and health workforce engagement & empowerment plan	Launch Public and Staff Engagement and Empowerment Programme	On Track	Citizen and staff engagement activities ongoing. •7 Citizen Engagements events •Over 40 Stakeholder meetings/presentations/workshops •4 internal information sessions within DOH •8 major presentations to staff, stakeholders, industry & media
4.1.02	Develop a Citizen Health Portal	Develop roadmap for delivery of the citizen health portal	On Track	The roadmap for the development of a citizen health portal has been established.
4.1.04	Promote shared values amongst HSE 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 will continue to be delivered throughout the year.
4.2.01	Convene Sláintecare Implementation Advisory Council meetings (SIAC)	Convene SIAC Quarterly Meetings 2019	On Track	The inaugural meeting of the Sláintecare Implementation Advisory Council was held in Oct 2018, the quarter 1 meeting held in February 2019. The quarter 2 meeting of the Sláintecare Implementation Advisory Council took place on June 11. The quarter 3 SIAC meeting was held on October 3.
4.2.02	Convene High Level Delivery Board meetings	Convene High Level Delivery Board Bimonthly Meetings	On Track	An initial informal meeting was held of the High-Level Delivery Board in the first half of the year and the first formal meeting of the Board took place on September 4th.
4.2.03	Convene Executive Taskforce, and Project Teams	Establish monthly Executive Task Force and Programme Teams meetings	On Track	Joint leadership meetings have been held between the DoH and HSE to agree priorities and integrated ways of working on Joint Programmes.

SC #	Sláintecare Project Name	Deliverable	Status	Comment
		Hold monthly Executive Task Force and Programme Teams meetings	On Track	Regular project team meetings have been established. The Executive Director has established a series of implementation meetings to progress Sláintecare: • Weekly meeting with DoH Project Sponsors; • Weekly meeting with HSE Strategy Team; • Monthly Workstream meetings
4.2.04	Develop monthly reports and RAID logs	Agree meeting and reporting structures, frequency and methods	On Track	Weekly unit meetings are scheduled, and reporting structures agreed.
		Confirm all projects have PIDS, Budgets, delivery Trajectories and RAID log	On Track	PIDS have been prepared or drafted for all projects and ongoing meetings with the SPIO PMO and HSE PMO to progress projects are in place.
4.2.05	Mobilise SPIO team	Mobilise SPIO 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.
4.3.01	Develop an evaluation programme for the overall Sláintecare reform	Prepare first Sláintecare mid-year report	On Track	A midyear Sláintecare report has been prepared with input from the Department of Health and HSE.
4.4.01	Establish a multi-annual transition fund	Prepare bid for Transition Fund based on priority prevention and early intervention, capacity and value for money projects	On Track	Funding has been secured in Budget 2020 to support the Sláintecare health reform programme and moving care to the community with a commitment to fund up to 1,000 extra front line staff by 2021, in addition of 1 million extra home help hours.

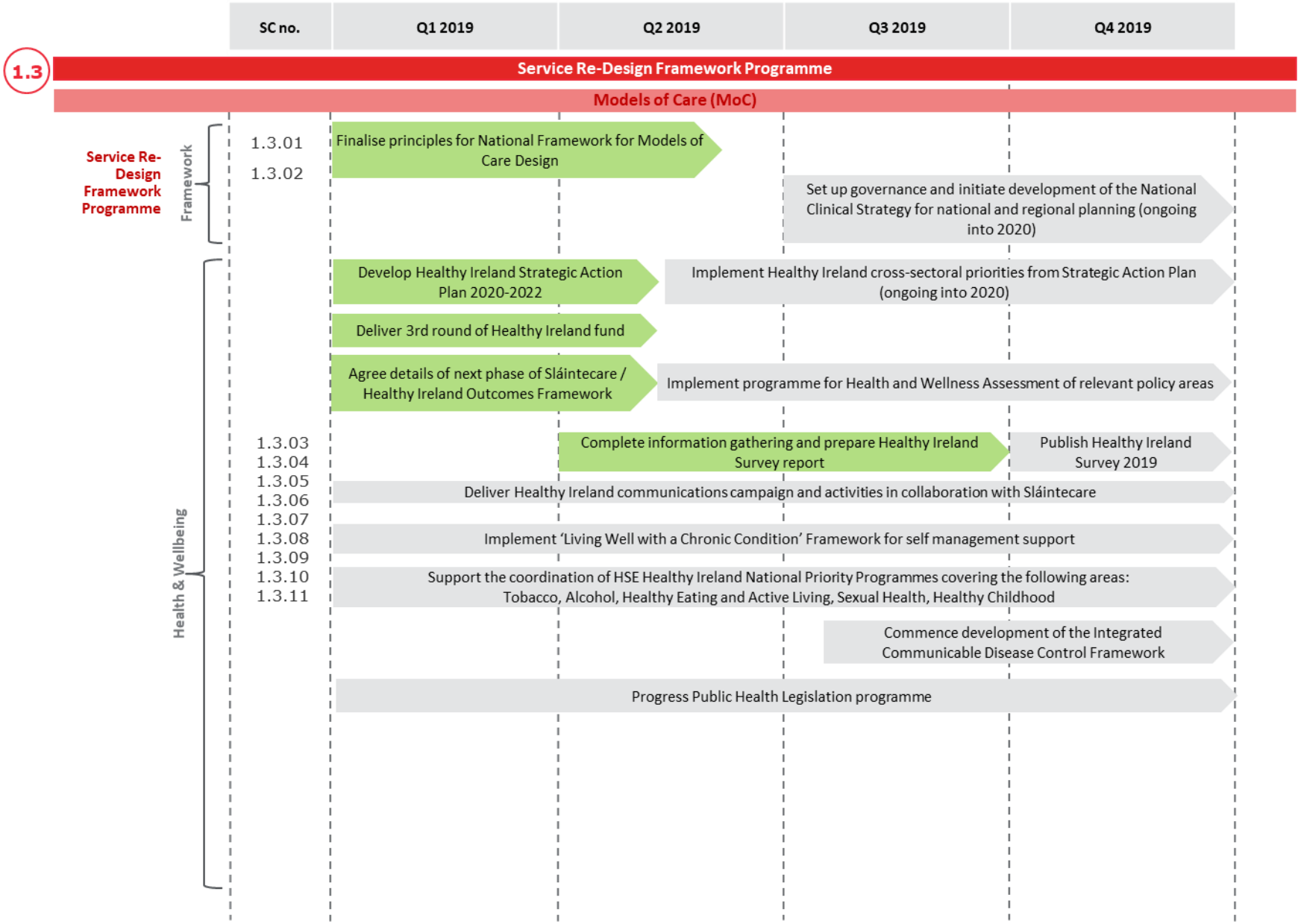
SC #	Sláintecare Project Name	Deliverable	Status	Comment
4.4.02	Roll out integration fund for new models of care and integration projects	Develop criteria and governance for Integration Fund. Select first group of projects. Launch callout of Integration Fund	On Track	The Integration Fund was launched on 22 March 2019 with a closing date for applications of 18th April 2019.
		Select projects	On Track	The successful applicants for the Sláintecare Integration Fund were announced on the 16th September. A total of 122 applications which were approved for funding have begun the contracting phase of the process. Pobal has been engaged to provide implementation oversight and reporting.
4.5.02	Publish detailed Action Plan and Publish progress reports biannually	Publish 2019 Action Plan	On Track	The Action Plan was published on 13 March 2019. The Action Plan outlines the project management structures and governance approach for the 10-year implementation 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.
		Publish progress reports on a biannual basis	On Track	The first quarterly report was delivered in April. The first biannual report was delivered in July.
4.5.01	Develop Communications Plan and tools for Sláintecare	Develop and roll-out Communications Plans and tools for Sláintecare programme	On Track	The Communications plan is in place. Communications tools (stakeholder engagement, and presentation materials) are developed and the website has been refreshed and content is updated on a regular basis.

SC #	Sláintecare Project Name	Deliverable	Status	Comment
4.5.03	Identify Programme to recognise successful delivery	Identify Programme to recognise successful delivery	On Track	A strategic communications approach to recognise the successful projects supported by the Integration Fund has been agreed.

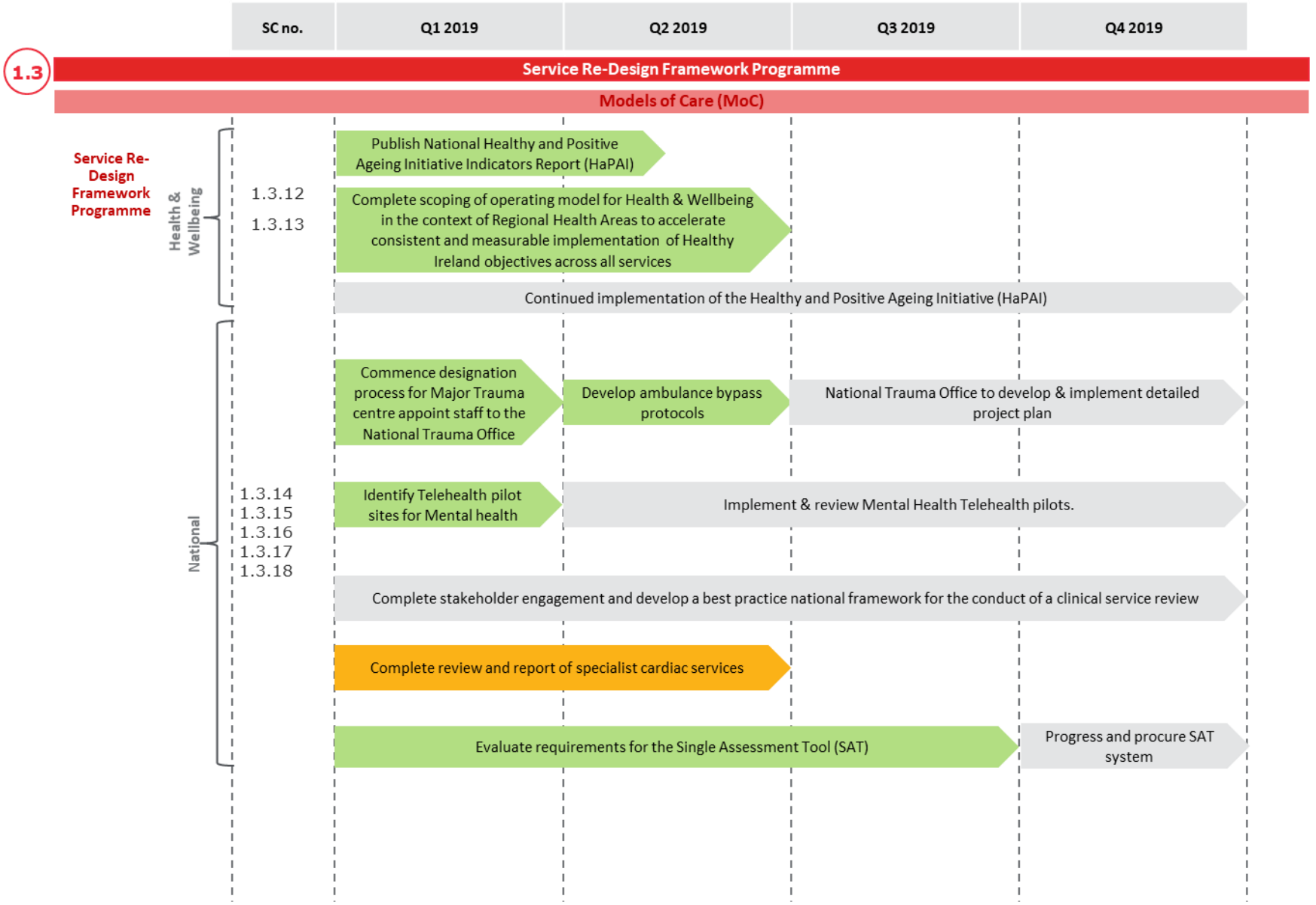
Workstream Gantts



Sláintecare Implementation Timeline: Workstream 1



Sláintecare Implementation Timeline: Workstream 1



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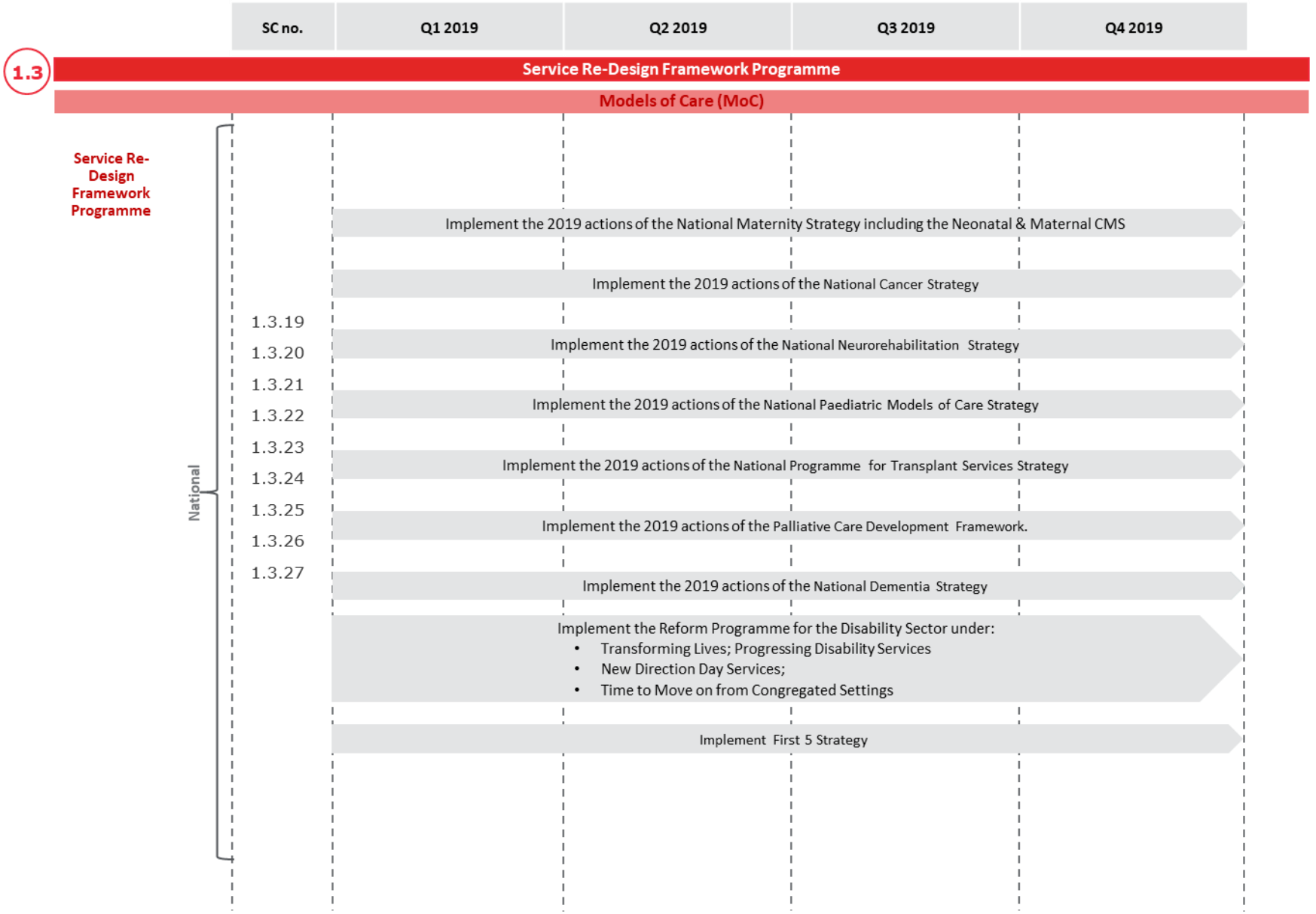

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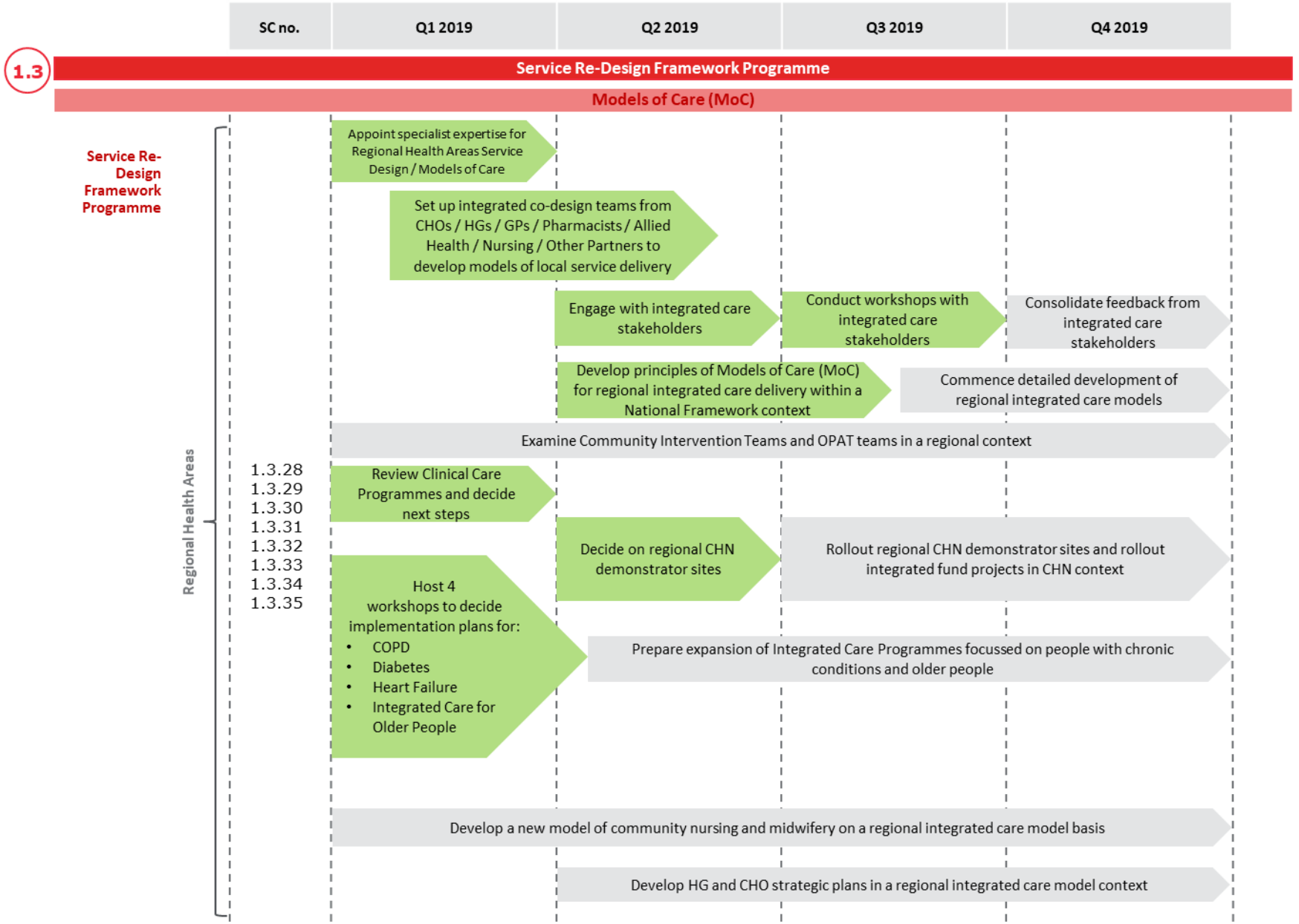
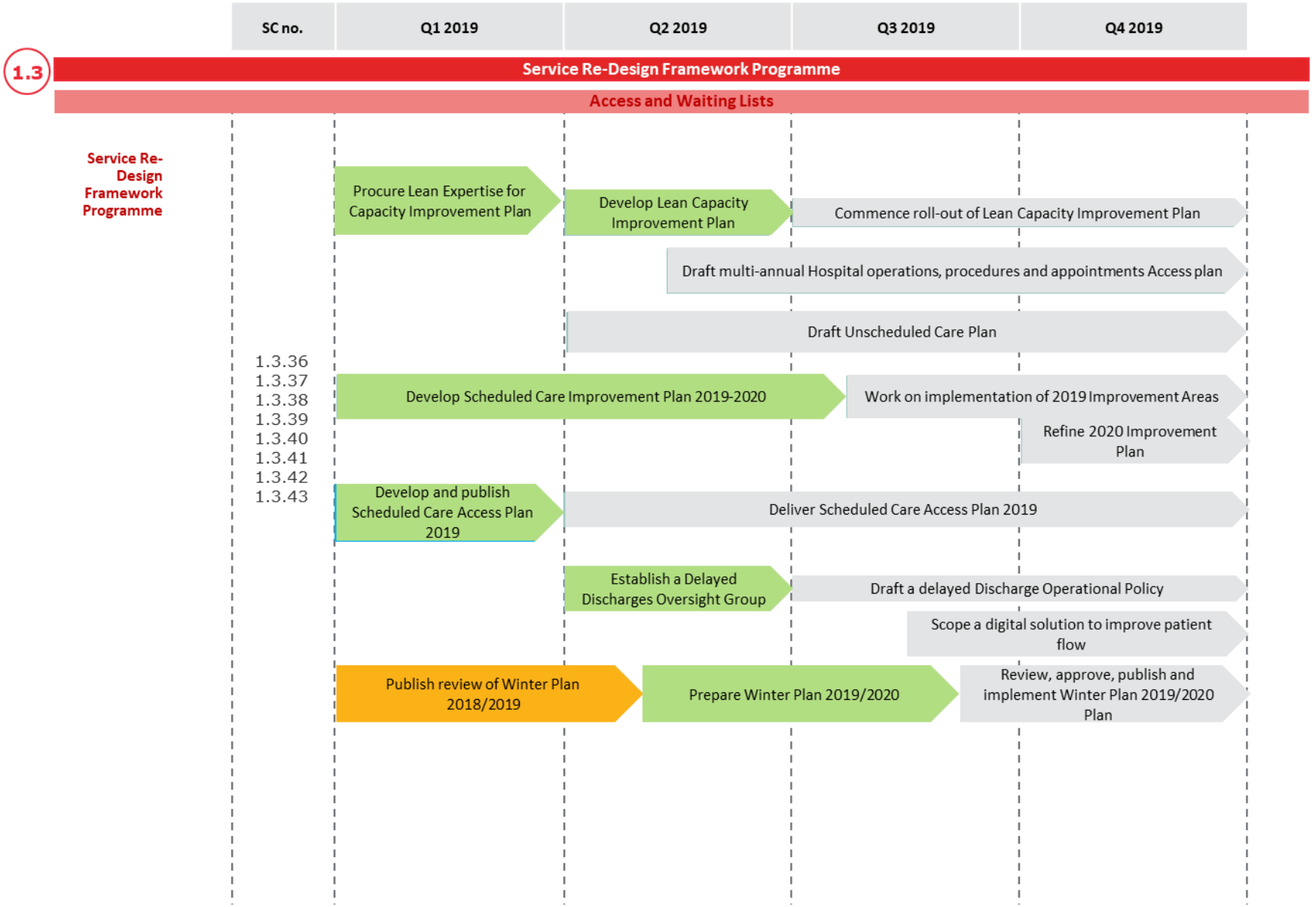


Sláintecare Implementation Timeline: Workstream 1



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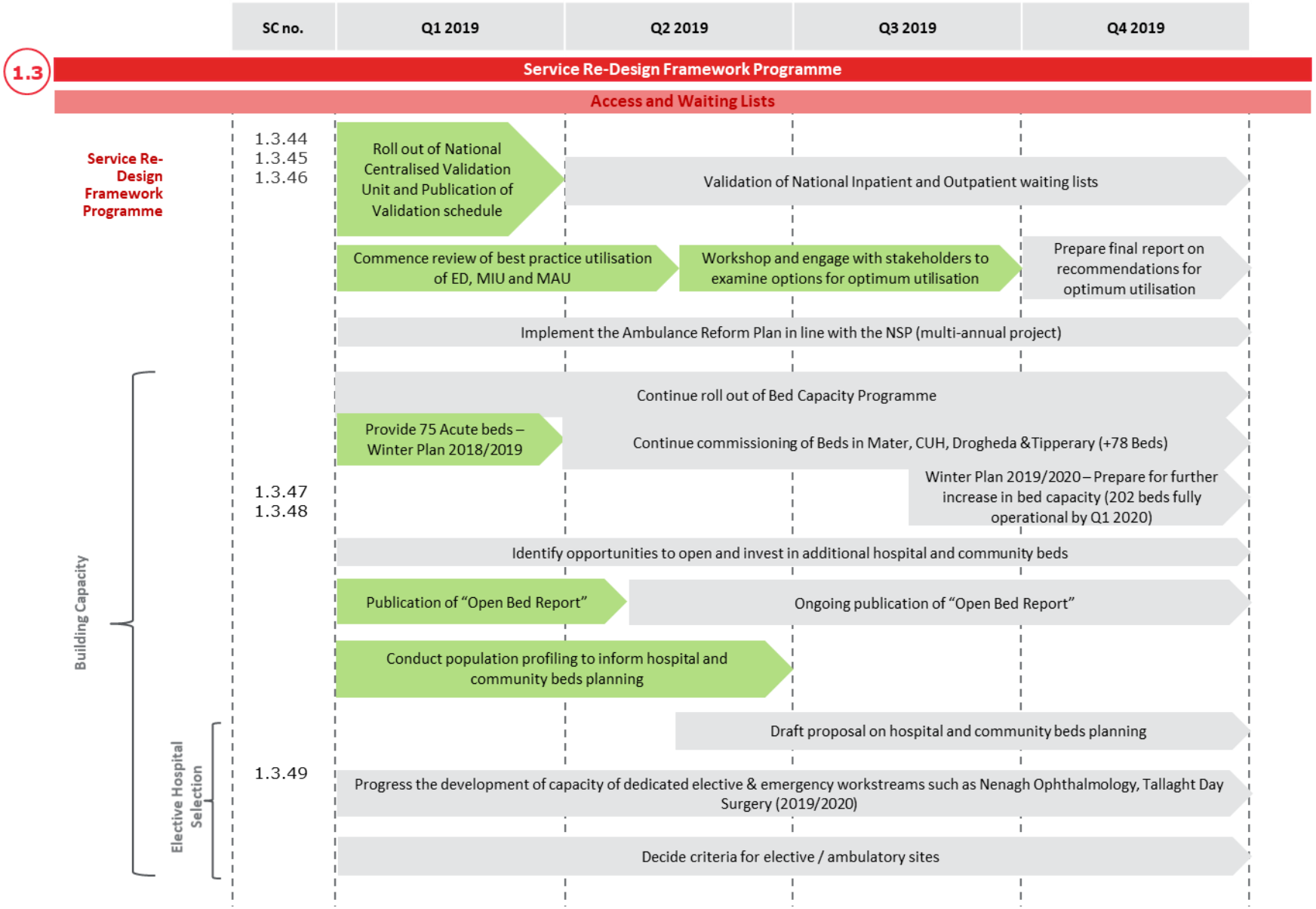

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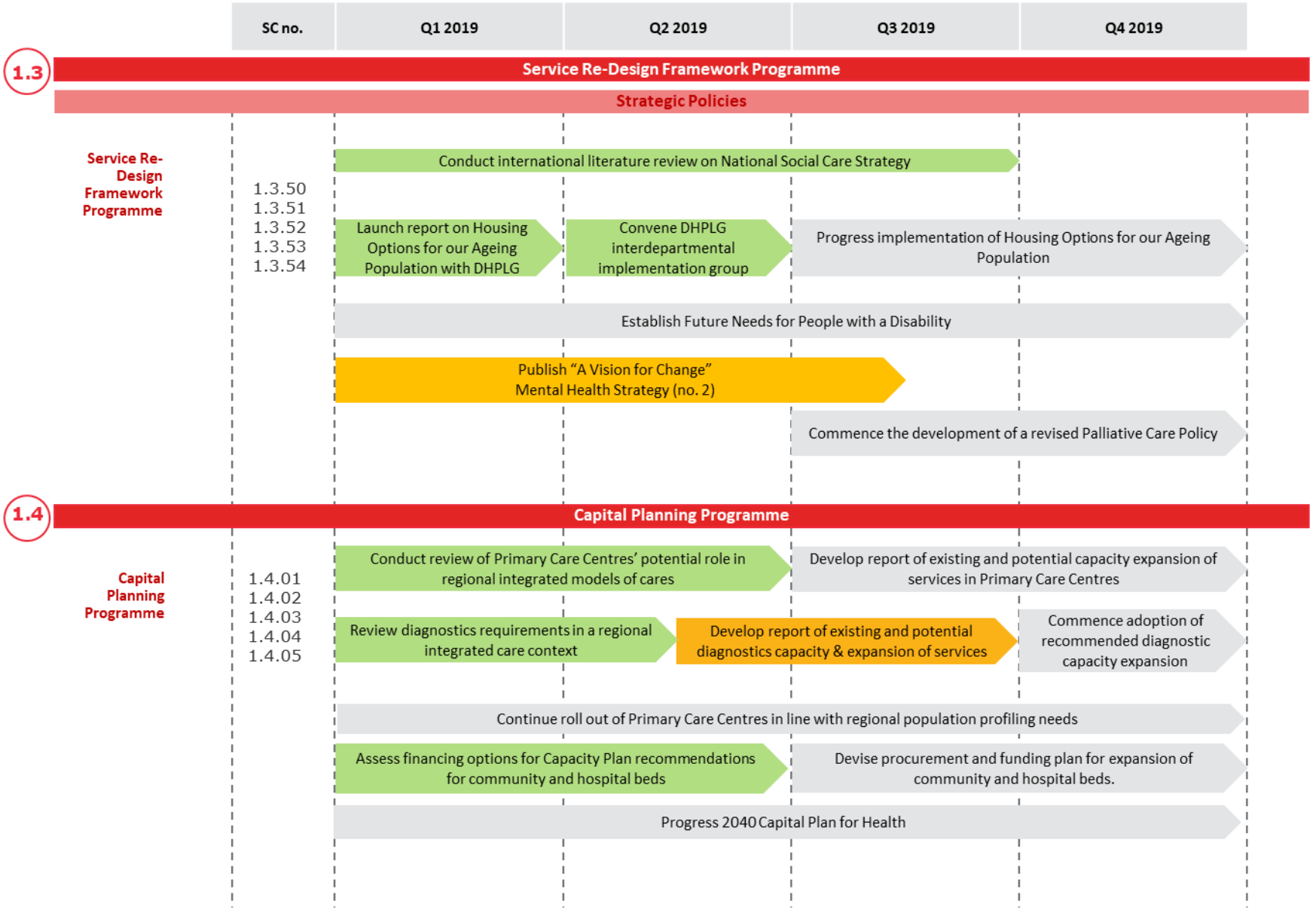

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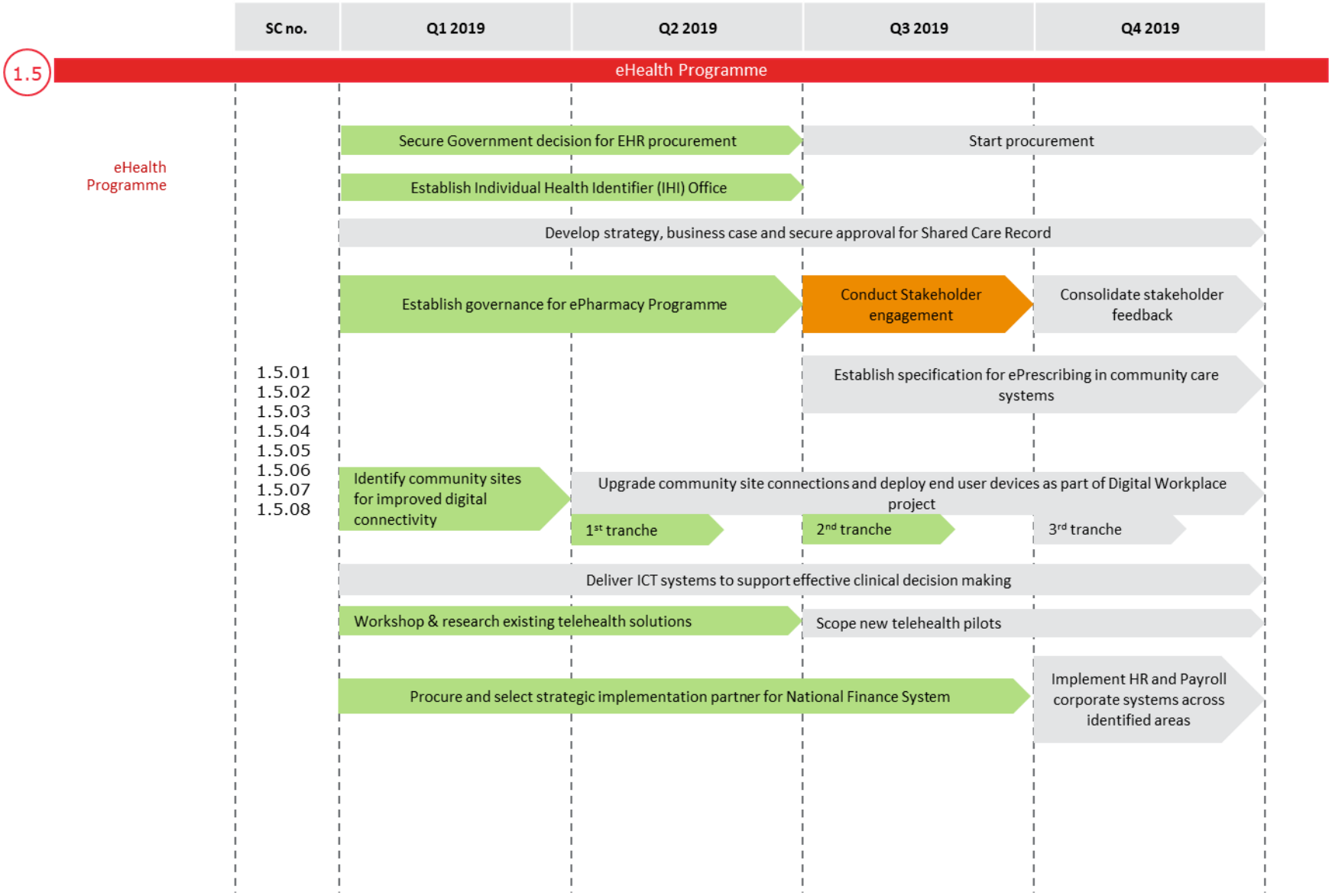
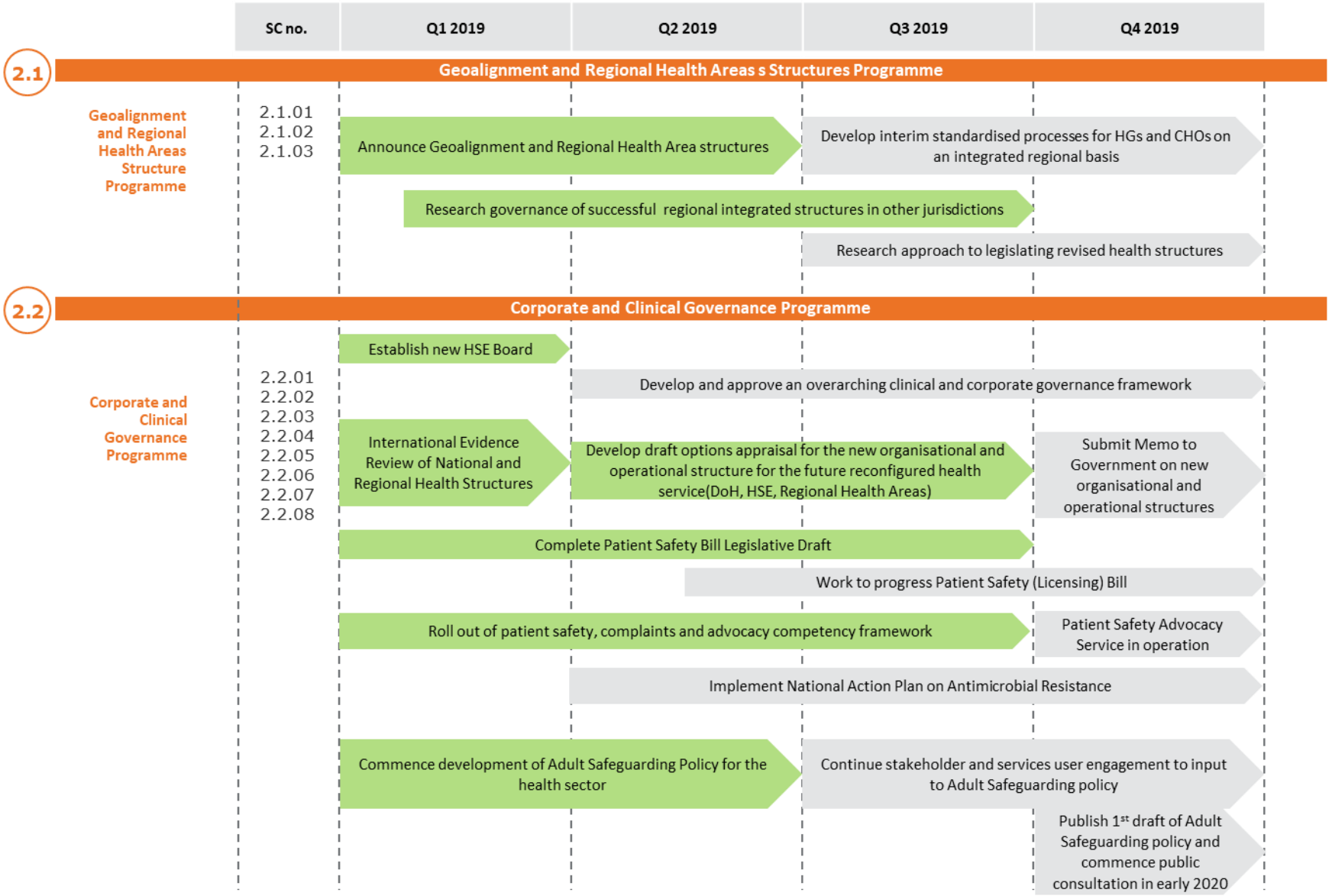


Sláintecare Implementation Timeline: Workstream 2



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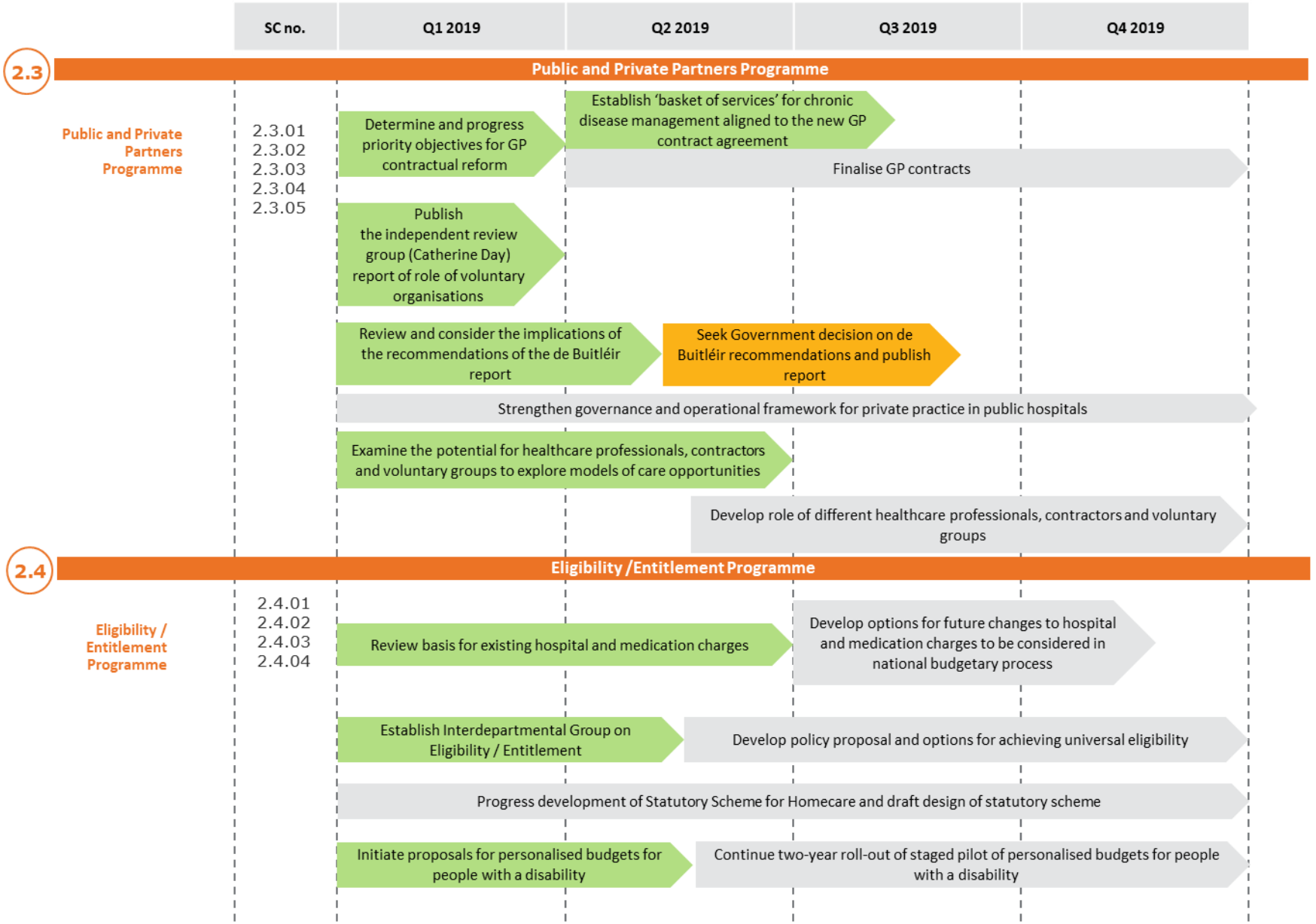

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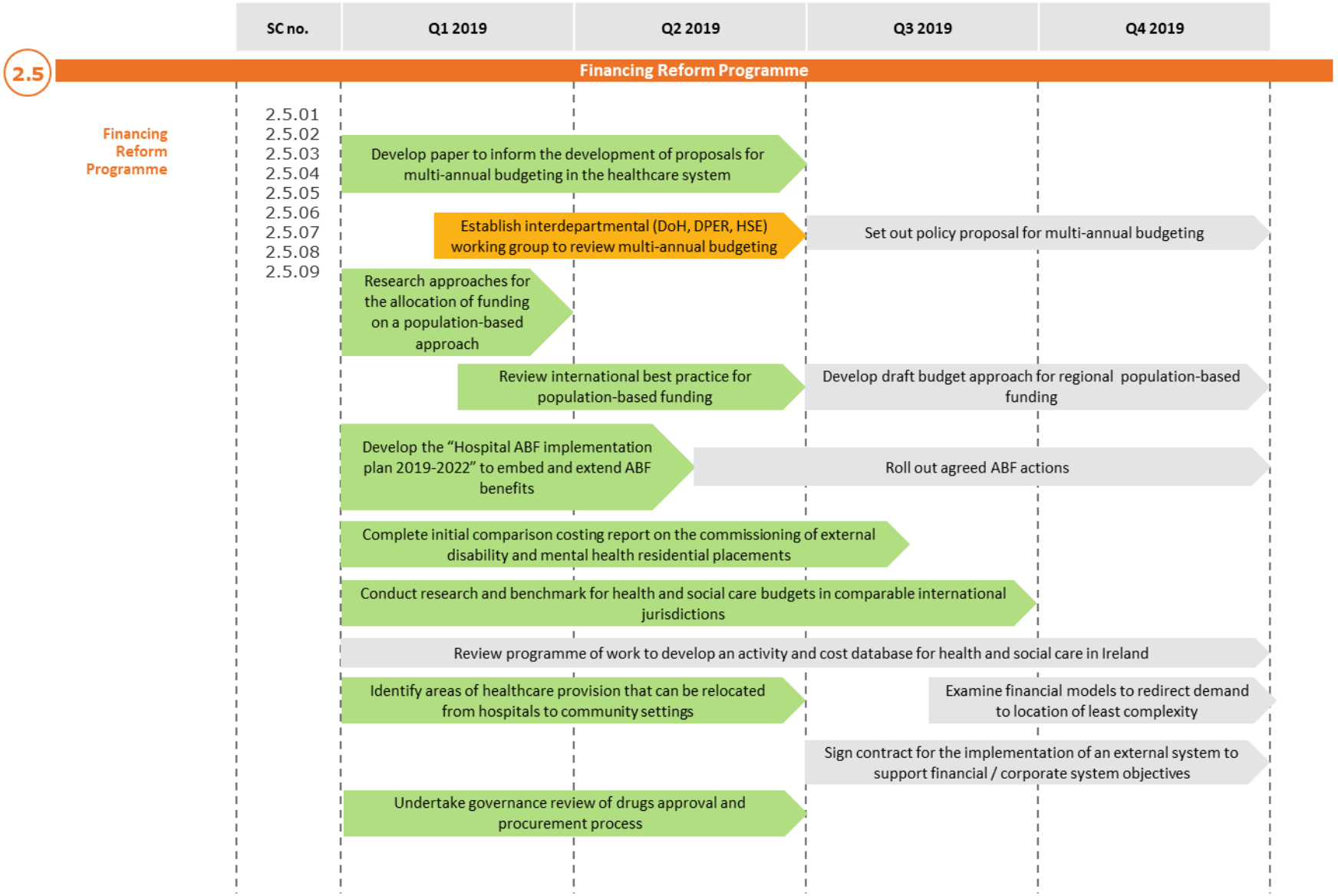
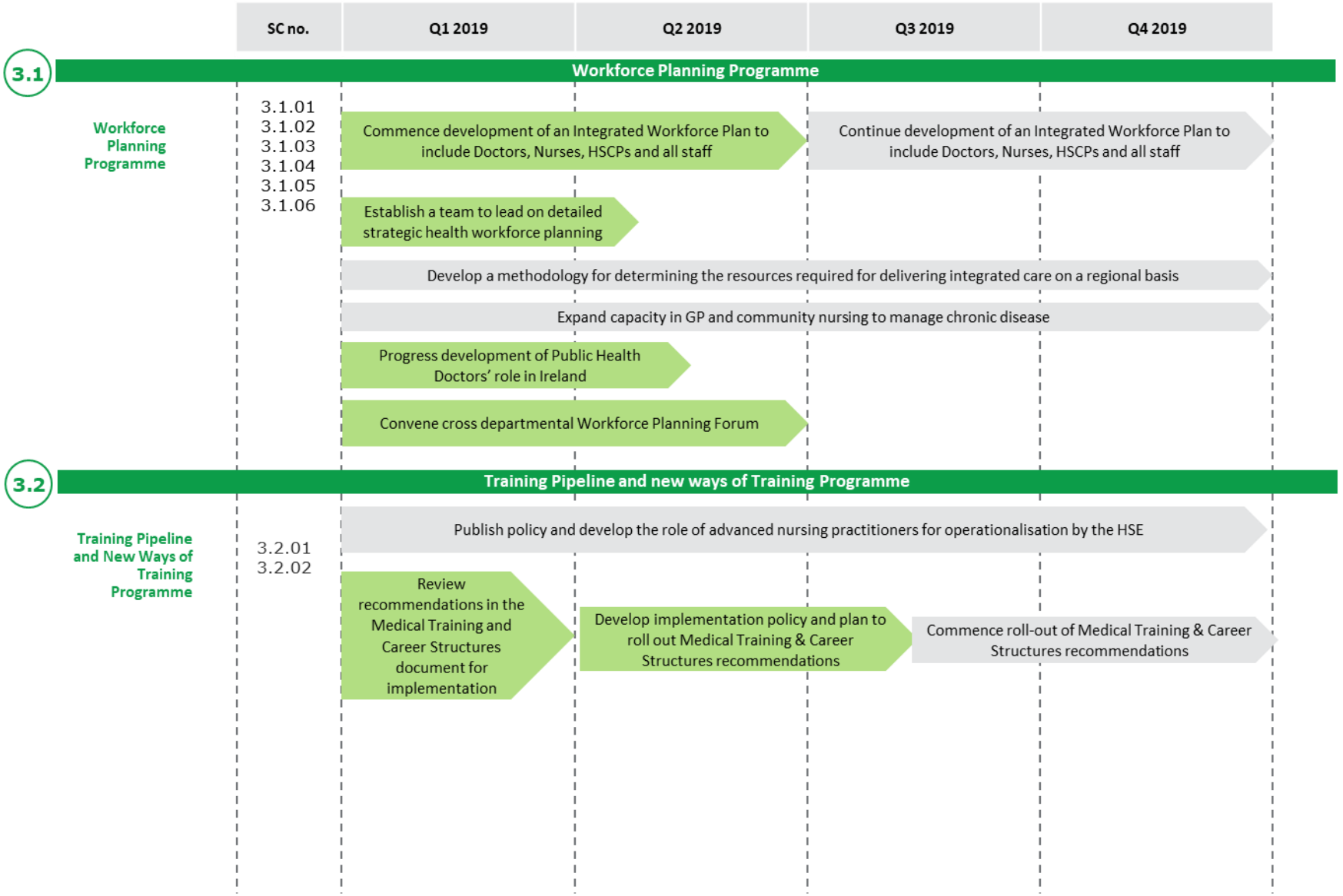
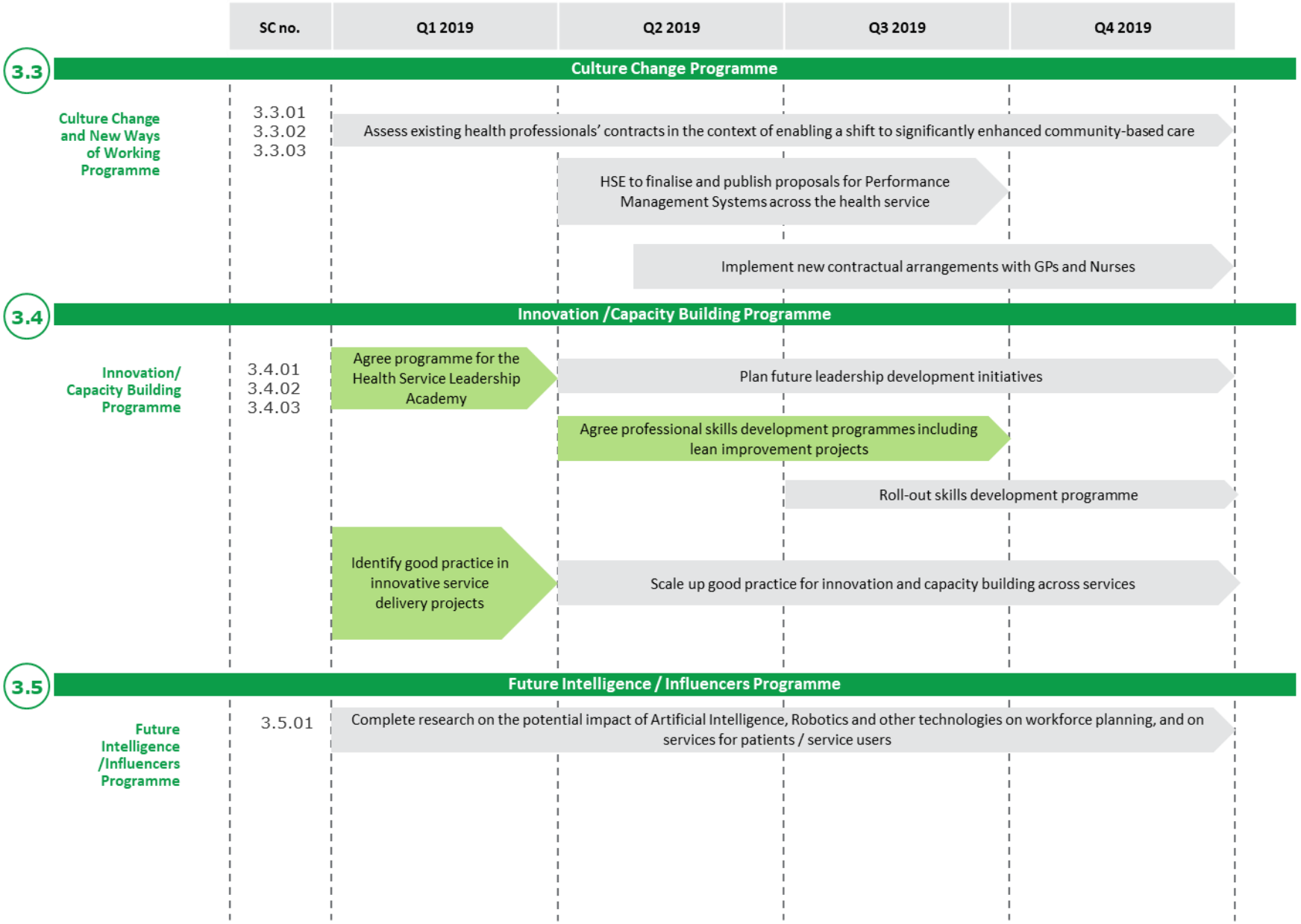


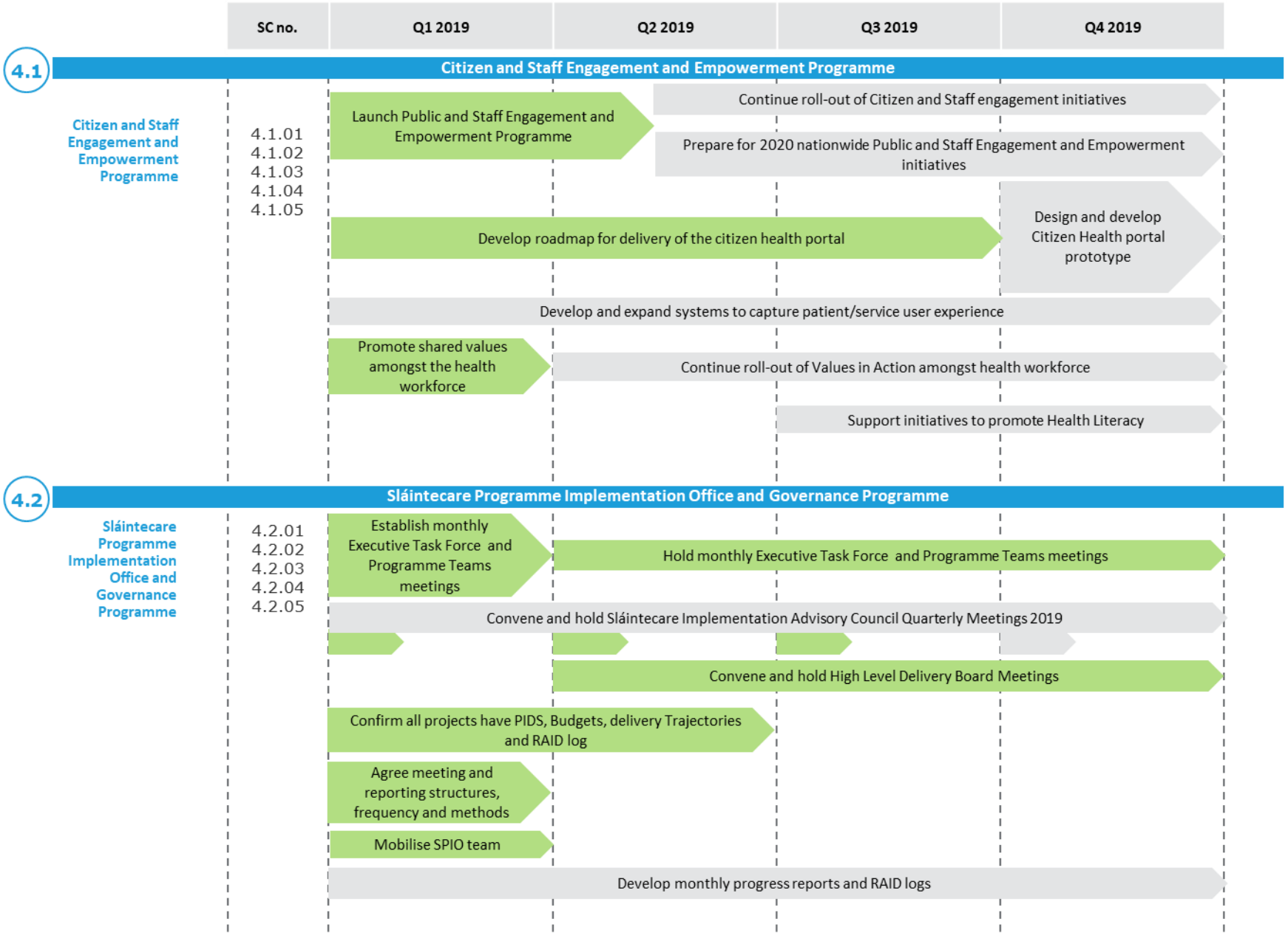
Sláintecare Implementation Timeline: Workstream 3



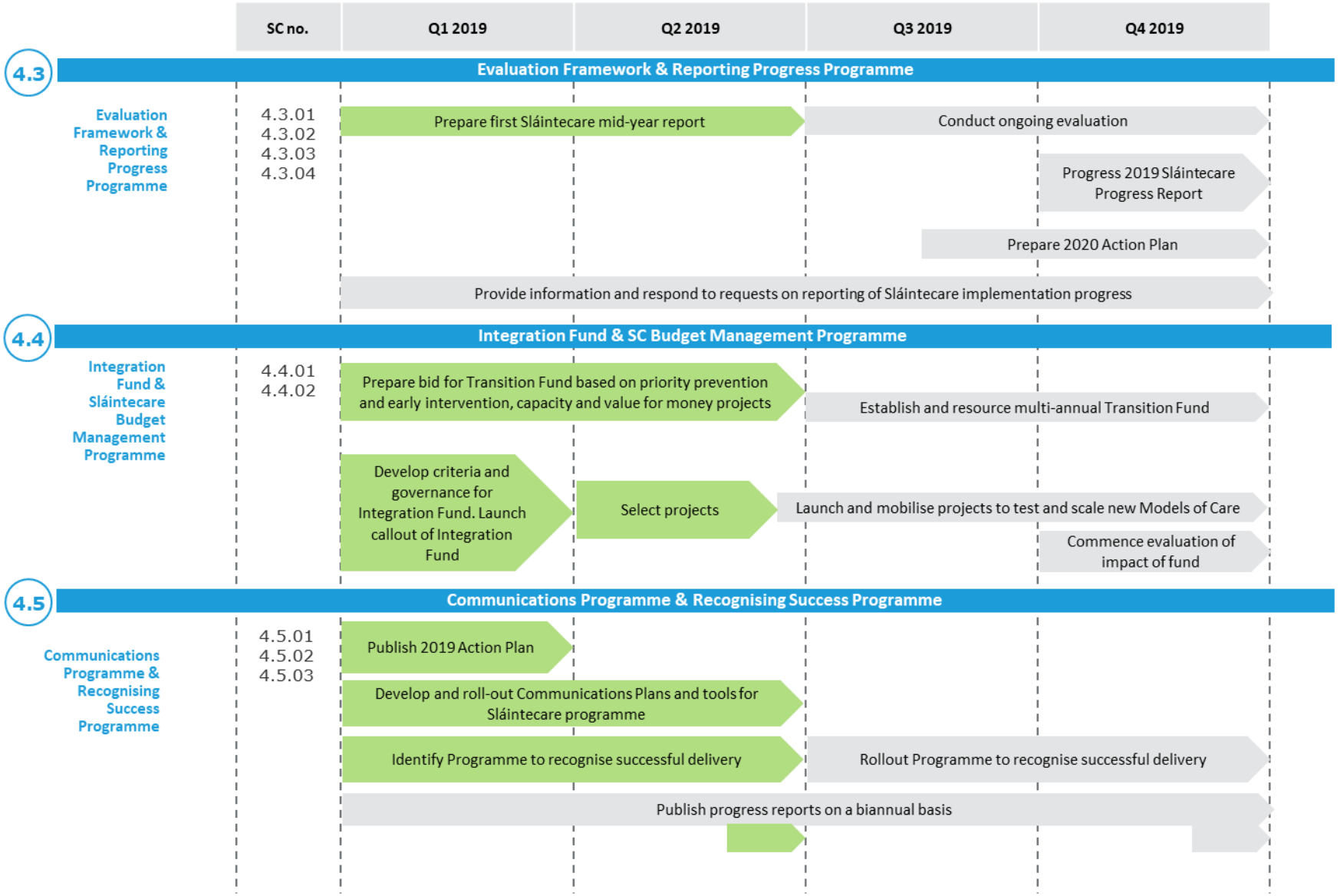
Sláintecare Implementation Timeline: Workstream 3



Sláintecare Implementation Timeline: Workstream 4



Sláintecare Implementation Timeline: Workstream 4



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