



## Sláintecare Programme Board Meeting - Minutes

Meeting 7: 21<sup>st</sup> February @ 14:30 Location Miesian Plaza

### Attendees:

Robert Watt, DoH  
Stephen Mulvaney, HSE  
Tracey Conroy, DoH  
Muiris O'Connor, DoH  
Derek Tierney, DoH  
Dean Sullivan, HSE  
Niall Redmond, DoH  
Rachel Kenna, DoH  
Breda Smyth, DoH

Damian McCallion, HSE,  
Yvonne Goff, HSE  
Pat Healy, HSE  
Liam Woods, HSE  
Anne-Marie Hoey, HSE  
Mary Day, HSE

### Also in Attendance:

Grace O'Regan, DoH,  
Bob Patterson, DoH  
Muriel Farrell, DoH  
Breda Rafter, DoH  
Louise O'Hare, HSE  
Gary Martin, DoH  
Jonathan Thompson, DoH  
Sinead Quill, DoH  
Yvonne O'Neill, HSE  
Martina Shaughnessy, DoT  
Clare Mungovan, DoT  
Liz Canavan, DoT  
Jack Nagle, DoH

**Apologies:** Louise McGirr DoH Rachel Kenna DoH

---

**In Summary:** Board Members approved the *2022 Sláintecare Progress Report* and *2023 Sláintecare Action Plan* for publication, subject to the approval of the Minister. The importance of instituting robust delivery timelines and the need to ensure strong and systematic delivery of planned project outcomes was emphasised. It was agreed that project delivery schedules will continue to be reviewed to ensure that the most efficient delivery timelines are being pursued and are to be communicated to the Programme Board chairpersons as a matter of priority. It was agreed that the Sláintecare Programme Management Office (SPMO) will introduce a systematic assessment of the Sláintecare Programme Risk Register to inform Programme Board discussions on risks, challenges and potential mitigation. The need to leverage every opportunity to drive productivity across the health and social care system was discussed and the need to maximise the potential of innovation, in particular, to achieve increased efficiencies and improved patient and service user outcomes was agreed.

---

### 1. Minutes and matters arising

The minutes from 6<sup>th</sup> meeting of Programme Board (15 November 2022) were agreed and published (15.02.23). There were no matters arising. Progress of the agreed actions from meeting No.6 of the Programme Board was noted.



## 2. Sláintecare Action Plan 2022 - End of year report

Programme Board Members noted the solid progress recorded and approved the draft for publication, subject to the Minister's approval.

## 3. Sláintecare 2023 Action Plan

Programme Board Members approved the draft 2023 Action Plan for publication, subject to the Minister's approval. The 2023 Action Plan was prepared by the SPMO team in consultation with the HSE Strategy and Transformation Office (STO) with reference to the Minister's Priorities; Sláintecare Implementation Strategy and Action Plan 2021 – 2023; DoH Business Plan 2023; and HSE (draft) NSP 2023. The engagement with the HSE to develop the plan including with EMT and the HSE Board was acknowledged.

It was noted that the Action Plan will be brought to Cabinet for information in advance of publication.

Members thanked all involved including the Sláintecare Programme Management Office (SPMO) team who prepared the draft 2022 Progress Report and 2023 Action, in consultation with colleagues across DoH and the HSE.

## 4. Briefing papers from project leads:

Project leads updated on key progress and next steps, noting that meeting papers were circulated as pre-reads:

### i. Waiting lists

The project status report submitted in advance of the meeting was noted and key points referenced. The new multi-annual approach to reducing and reforming waiting lists is progressing positively despite ongoing challenges experienced from COVID/respiratory/flu surges during 2022. It was noted that without the intervention of the 2022 Plan, hospital waiting lists would have increased by 42% to over 1 million people. Instead, there were c.1.56 million patients removed and c.1.53 million patients added to hospital waiting lists during 2022 – a net reduction of c.30,000 people (4.1%) to c.690,000, which is the first annual decrease in waiting lists since 2015. The significant reductions in waiting times cited in the report were also noted. The imperative to continue this momentum over the course of 2023 was emphasised. Measures designed to further reduce and reform waiting lists and times are included in the Waiting List Action Plan 2023, which is currently under consideration by the Minister, ahead of publication.

It was noted that the issue of waiting lists remains a Cabinet Committee priority and will be tabled again at the next meeting. The work undertaken to date by the Waiting List teams in DoH and the HSE was acknowledged and it was noted that a number of key positions have been established in the HSE, including a Director of Access, reporting to the National Director for Acute Operations and driving a focus on scheduled care; and a Director for Care Pathways, who will oversee the implementation of the seven pathways prioritised for implementation in 2023. These resources are supporting a recently established dedicated access unit within the HSE Acute Operations division with the specific remit to drive implementation of the 2023 Plan throughout the year. This unit is complemented by a HSE operational oversight group which brings operational, clinical and strategy representatives together with the Hospital Groups to focus on waiting lists and times.



**ii. Regional Health Areas – to note progress in relation to the Implementation Plan and next steps**

The drafting of an implementation plan has been the focus of intensive deliberations between DoH and HSE officials and is in the process of being finalised. The critical importance of the input and imprimatur of the incoming HSE CEO, in early March, was noted in terms of the process of finalising the Implementation Plan. The trade-off between devolution of appropriate responsibilities from the centre and ensuring appropriate governance, oversight and consistency was considered and discussed, as was the importance of a clear focus on improved service delivery. The role specification of the new RHA leadership positions, notably the RHA CEO roles, was discussed; as well as the timing of these new appointments. Members acknowledge the importance of maintaining pace and the strategic imperative to clearly communicate on an ongoing basis why the RHAs are being set up and in particular maintaining focus on the real difference the new structures will facilitate in terms of the delivery of patient centred care.

The importance of setting out clearly the new proposed Governance and roles and responsibilities of the DoH, HSE centre and RHA structures was noted.

The significant work undertaken in the development of the RHA Implementation Plan to date was acknowledged with the focus now squarely on finalising the agreed approach to implementation and associated timelines. The draft job description of the RHA CEOs is being finalised and will be circulated for internal consideration.

It was noted that the development of the RHAs is a priority for the Cabinet Committee on Health and that the draft RHA Implementation Plan will be brought to the Committee for consideration imminently.

**iii. Electives Hospitals - to note progress and next steps**

Since receiving formal Government approval for the Preliminary Business Case for the Programme as well as the Project-level Business Cases for Cork and Galway in December 2022, work is progressing to move to Gate 2 (of the Public Spending Code process). Governance arrangements for the Elective Hospitals will be considered at the February HSE EMT ahead of establishing governance structures in Q1. The HSE Estates Function is developing approaches to design and construction that will maximise efficiency of delivery and draw on modern methods of construction, as appropriate. It was agreed the HSE team will finalise timelines to delivery across each of the three areas (procurement strategy, detailed business case and planning), identifying efficiencies in the process, running parallel processes where possible, with a view to the project reaching Gate 2 of the Public Spending Code process as early as possible in 2023. These timelines will be submitted to the Programme Board chairpersons as a matter of priority.

**iv. Digital Innovation Programme - to note progress and next steps**

Members noted the HSE Innovation Programme including next steps to establish governance structures to provide oversight for innovation delivery across the HSE; to launch an innovation evaluation framework which will standardise the delivery and evaluation of innovation initiatives across the HSE; to undertake a series of design thinking workshops to support idea generation across the HSE; and to establish a national HSE innovation awards programme (incl. local, regional and national awards). Members discussed a number of the Digital Innovation Programmes underway including the Virtual Ward which while expensive is demonstrating significant potential; the Health System Performance Visualisation Framework



(HPVP) which has been established in 19 sites and will enable a joined-up view of hospital activity and performance.

**i. Enhanced Community Care (ECC) – To note progress and 2023 Implementation Plan**

The ECC infrastructure is substantively complete with 94 of 96 Community Healthcare Networks (CHNs) established and operational; 21 of the 30 Integrated Care Programme for Older People (ICPOP) Community Specialist Teams (CSTs) and 21 of 30 Integrated Care Programme for the Prevention and Management of Chronic Disease (ICPCD) CSTs operational. The focus for 2023 is to complete and operationalise the remaining teams and bring each team up to full operational capacity. The operationalisation of the teams is being supported by the rollout of the Interim ICT and Healthlink electronic referral pathway for GPs, CHNs, ICPOP and ICPCD CSTs.

The focus is now on setting up systems to measure programme activity and impact and it was noted that the interim ICT solution will also be instrumental in this regard. Furthermore, a comprehensive approach is being taken to the development of a dynamic model which will relate the planned activity to the actual activity and outputs for each team, adjusted for team development and maturity.

**5. 2023 Sláintecare PMO**

**- Sláintecare Programme Risk Register 2023- to note process and timelines**

Board Members agreed that the SPMO will prepare the **Sláintecare Programme Risk Register** and bring to the Programme Board in due course. Members noted the **Sláintecare** Standard Operating Procedure; Sláintecare Programme Risk Register Template; and timeline to finalising the Sláintecare Programme Risk Register.

**- JCH/ Programme Board meeting schedule- to note key dates**

Board members noted the agreed 2023 dates for JCH/ Programme Board meetings (as per SPMO notification to members on 26 Jan)- see dates set out in the table below.

|                  | <b>Sláintecare Programme Board Meeting</b> | <b>JCH Meeting</b>                   |
|------------------|--|--------------------------------------|
| <b>February</b>  | 2.30pm, Tues 21 Feb                        |                                      |
| <b>March</b>     | 2.30pm, Tues 21 Mar                        | Wed 29 Mar (time TBC 9.45/ 10am)     |
| <b>June</b>      | 2pm, Wed 7 June                            | Wed 14 June<br>(Time TBC 9.45/ 10am) |
| <b>September</b> | 2.30pm, Tues 19 Sept                       | Wed 27 Sept<br>(Time TBC 9.45/ 10am) |
| <b>November</b>  | 2pm, Tues 28 Nov                           |                                      |
| <b>December</b>  |  | Wed 6 Dec (Time TBC 9.45/ 10am)      |

**- Sláintecare monitoring and reporting-** to note the reporting schedule for 2023 Action Plan will be circulated ahead of the next meeting of the PB (21 March).



## 6. Sláintecare Implementation Strategy and Action Plan

- Planning for 2024 – 2026

Board members noted that the SPMO will commence development of the next **Sláintecare** Implementation Strategy and Action Plan in the coming months and acknowledged that this will be an important opportunity to build on the **Sláintecare** progress made to date.

It was agreed that the SPMO will prepare a briefing paper on the scope for the next implementation strategy for consideration at the next meeting of the Programme Board (21 March).

## 7. Recap

- Agreed actions
  - o finalise and publish the RHA implementation plan. Circulate draft job description for internal consideration for the RHA CEO position.
  - o Publish the WLAP 2023 Action plan
  - o Electives teams to
    - Prepare detailed timelines and milestones to Gate 2 delivery
    - Establish governance structures
    - Report on site selection for Dublin
  - o HSE Digital Innovation Programme to:
    - Co-design workshop to develop an evaluation framework for innovation projects is organised for March • Agree evaluation framework to be applied to live innovation projects • Confirm next steps for each of the live Digital innovation projects
  - o SPMO to develop the Sláintecare Programme Risk Register and bring to the Programme Board in due course.
  - o

## 8. AoB

Next scheduled meeting 21<sup>st</sup> March @ 2.30pm



**Appendix Follow-up Actions**

| No | Area                         | Action  | Assigned to | For completion |
|----|------------------------------|---|-------------|----------------|
| 1  | SPMO                         | Finalise the 2022 Progress Report and 2023 Action Plan ahead of submitting to the Minister for approval and subsequent publication  | DT          | Q1             |
| 2  | RHAs                         | <ul style="list-style-type: none"> <li>○ Finalise and publish the RHA implementation plan.</li> <li>○ Circulate draft job description for internal consideration for the RHA CEO position</li> </ul>  | MoC/LW/YG   | Q1             |
| 3  | WL                           | Publish the WLAP 2023 Action plan   | TC/ MD      | Q1             |
| 4  | Elective Hospitals           | <ul style="list-style-type: none"> <li>○ Prepare detailed timelines and milestones to Gate 2 delivery</li> <li>○ Establish governance structures</li> <li>○ Report on site selection for Dublin</li> </ul>  | DS/ DT      | Next PB        |
| 5  | Digital Innovation Programme | <ul style="list-style-type: none"> <li>○ HSE Digital Innovation Programme to: <ul style="list-style-type: none"> <li>▪ Co-design workshop to develop an evaluation framework for innovation projects is organised for March</li> <li>▪ Agree evaluation framework to be applied to live innovation projects</li> <li>▪ Confirm next steps for each of the live innovation projects</li> </ul> </li> </ul> | YG/DS       | March 2023     |



|   |      |  |    |           |
|---|------|--|----|-----------|
| 6 | SPMO | Develop the Sláintecare Programme Risk Register and bring to the Programme Board | DT | June 2023 |
|---|------|--|----|-----------|