

Sláintecare Programme Board Meeting – Minutes

Meeting 8: 21st March @ 14:30 Location Miesian Plaza

Attendees:

Derek Tierney DoH
Louise McGirr DoH
Tracey Conroy, DoH
Muiris O'Connor, DoH
Niall Redmond, DoH
Breda Smyth, DoH

Bernard Gloster, HSE, Chair
Yvonne Goff, HSE
Pat Healy, HSE
Liam Woods, HSE
Anne-Marie Hoey, HSE
Colm Henry, HSE
Damian McCallion, HSE
Stephen Mulvaney, HSE
Dean Sullivan, HSE

Also in Attendance:

Grace O'Regan, DoH,
Bob Patterson, DoH
Muriel Farrell, DoH
Gary Martin, DoH
Jonathan Thompson, DoH
Sinead Quill, DoH
Clare Mungovan, DoH
Liz Canavan, DoH
Colm O'Conaill, DCEDIY
Jack Nagle, DoH
Fiona Prendergast, DoH
Paraic Gallagher DoH
Sarah Treleavan, DoH
Rosaleen Harlin, DoH
Ruth Gahan, DoH
Sheila McGuinness, HSE
Deirdre McNamara, HSE

Apologies:

Robert Watt, DoH
Mary Day, HSE
Kevin McCarthy, DCEDIY

In summary: Significant progress was noted by Members across the Sláintecare Programme. The Government approved public only Consultant Contract was implemented on 8 February. The 2023 Waiting List Action Plan was published on 07 March. The Enhanced Community Care (ECC) Programme is now operational with final ECC recruitment to be completed in 2023, enabling full operational status. Detailed planning to reach Gate 2 of the Public Spending Code for the Elective Hospitals is being finalised with a view to achieving this milestone by October 2023. The RHA Implementation Plan is being finalised subject to concluding amendments and approval by the Minister. The Digital Health Strategic Framework is being finalised after significant engagement across the sector, necessary to ensuring strategic alignment across different levels of digital maturity in the system that exist at present. The importance of developing a systematic approach to innovation across the HSE was noted as well as the communication of same across the organisation. The high-level approach to develop the next Sláintecare Implementation Strategy and Action Plan 2024 onwards was agreed.

1. Minutes and matters arising

Members were welcomed to the 8th meeting of the Programme Board, in particular co-chair and newly appointed CEO of the HSE- Bernard Gloster. Dr Colm Henry was also welcomed to his first meeting of the Programme Board.

Apologies were received from Kevin McCarthy (Colm O’Conaill attended remotely in his place); Mary Day (Sheila McGuinness attended in her place) and Secretary General Robert Watt.

The minutes from 7th meeting of the Programme Board (21.02.22), circulated for observations on 10.03.23, were published on 16.03.23.

2. Briefing papers from project leads

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

- Waiting lists

The 2023 Waiting List Action Plan (WLAP) was published on 07 March 2023. In 2023, as the next step towards achieving the Sláintecare maximum waiting times (12 weeks for an IPDC procedure or GI Scope, and 10 weeks for a new OPD appointment) interim maximum waiting times have been defined in the 2023 HSE National Service Plan:

- Outpatient: 90% of patients should be waiting less than 15 months for an outpatient appointment
- Inpatient/Day Case: 90% of patients should be waiting less than 9 months for an inpatient or day case procedure
- GI Scopes: 95% of patients should be waiting less than 9 months for a GI scope

As of the end of February, 515,280 people are waiting longer than the Sláintecare maximum waiting times. This represents an 18% (111,971) decrease compared to the waiting list peaks experienced during the pandemic in 2020/21, and a 9% (50,841) decrease compared to February 2022. This also represents a 12% (72,150) decrease compared to the start of the multi-annual approach to addressing waiting lists in September 2021.

The Waiting List Task Force continues to meet monthly to oversee progress of the delivery of the 2023 Plan throughout the year and will provide regular updates to the Minister for Health and the Sláintecare Programme Board.

- Regional Health Areas

Refinement and finalisation of the RHA implementation plan is in progress, subject to concluding amendments and approval by the Minister. It was agreed that DoH and D/Taoiseach would consider when the RHA Implementation Plan would be brought, for consideration, to the Cabinet Committee on Health. Members noted that associated work has progressed on issues relating to the workforce, including agreement of options for senior staff being impacted by the programme and ensure ongoing engagement with staff representative bodies during this process. Further consideration and agreement regarding the respective roles of the HSE Centre, RHA functions and organisation structures is underway. Progress has been made in relation to the planned alignment of HG and CHOs to new RHA geographies to include completion of impact assessment to minimise patient and service disruption;

and the development of resource allocation mechanisms informed by population needs. There is ongoing communication and engagement with key stakeholders as the programme progresses to ensure alignment and commitment to achieving key objectives during 2023, including the inclusion, since April 2023, of Hospital Group CEOs and CHO leads in the HSE Executive Management Team as a wider senior management team. The optimum Integrated Service Delivery Model is to be progressed through a series of workshops with key HSE staff and DOH to be completed in June 2023.

- **Electives Hospitals**

The HSE are progressing the programme plan to support timely development of a pre-tender draft Final Business Case (for Government Gate 2 market engagement decision) and tender documents for Cork and Galway in the first instance. Sites Selection for Dublin is progressing. The Dublin Preliminary Business Case will also be finalised and undergo external assurance during Q2. Members agreed that where possible parallel processes should be put in place in order to maximise the pace at which work can progress.

- **Sláintecare Consultant Contract**

The HSE, through the Hospital Group CEOs, Chief Officers and their respective Clinical Directors have written to each existing consultant to provide information on the new contract, including its background, what it aims to achieve from a services perspective and highlighting the key benefits for consultant staff. The HSE has determined that DIME (Doctors Integrated E-Management System) will be the key source for measuring the uptake of new entrants onto the Public Only Consultant Contract 2023 (POCC23) and existing employees transferring to POCC23. The data will be reported to Acute Operations on a weekly basis and will include information on the current contract type for those existing employees who transfer to POCC23.

- **Digital Health**

- o **Digital Health Strategic Framework**

Development of the Digital Health Strategic Framework is concluding with a view to seeking Government Approval for the framework in Q2 2023. There will be further engagement between DoH and the HSE in developing an underlying Digital Health Strategic Implementation Plan (Q2/Q3 2023). The Digital Health Roadmap agreed Principles/Capabilities/ enablers will be shared with DPER as part of the engagement process in Q2/Q3.

- **Health Information Bill**

It is anticipated that General Scheme of the Health Information Bill will be brought to Government seeking a decision to progress to Bill Stage.

- **Digital Innovation Programme** – Members were updated by HSE on the approach to developing an innovation eco-system in the HSE, the use of existing innovation tools, the importance of achieving clinical buy-in to the process and the need to leverage innovation and achieve innovation at scale. It was noted that papers to be agreed at the next HSE Innovation Steering Group meeting (April 2023) include an outline of the key elements of the four pillars of HSE’s approach to Innovation ((i) Education & Awareness, (ii) Sharing Knowledge with Wide Participation from the Ecosystem, (iii) Ideas Generation and Prioritisation, and (iv) Live Testing and Formal Evaluation. The importance of developing a systematic approach to innovation across the HSE was noted as well as the communication of same across the organisation.

- **Enhanced Community Care** – Progress in setting up the remaining ECC teams and finalising the 2023 Implementation Plan was noted. The Performance Management Suite of Metrics is currently being refined and embedded and progress in establishing the Interim ICT & Healthlink was noted. Healthlink supports the implementation of end-to-end care pathway by enabling clinical discussion from a multidisciplinary team through a simplified, streamlined and rapid Referral Process. Detailed planning is underway for strategic national rollout of specialist Healthlink forms for CHNs, ICPOP and ICPCD teams. The ECC suite of data and measurement mechanisms are being tested across the ECC groups in Q1 with a view to being fully operational from Q2 onwards. Members agreed that analysis of these metrics will be invaluable to clinicians and service providers in understanding the impact of the ECC programme and will inform service delivery decisions and ultimately be used to improve patient experience and outcomes.
- **Sláintecare Integration and Innovation Fund**- progress of Round 2&3 updates were noted. Appraisal and selection of themes for SIF Round 3 are due to conclude by end April followed by a formal call-out for project applications for funding under the selected themes.
- **Care Pathways**- The Modernised Care Pathways Implementation Plan is being finalised subject to approvals by the HSE and DOH. Implementation of Care Pathways will be driven in 2023, in line with agreed plan. It was noted that review of the current design process for the completion of the additional pathways is required to ensure timely approval and implementation.

3. **Sláintecare Implementation Strategy and Action Plan- *Planning for 2024 - 2026***

Members reflected on progress made with Sláintecare reforms to date towards both the Sláintecare vision and wider Programme for Government commitments. It was agreed that building on the foundational reforms progressed to date, consideration would be given to whether additional opportunities now exist that could be incorporated into the new strategy to deliver the overall system wide change required. Members asked the SPMO to prepare the proposed approach to develop the next Sláintecare Implementation Strategy and Action Plan, including the stakeholder engagement strategy. It was noted that the timelines for preparing the next phase of Sláintecare are tight and that the SPMO will report to the next meeting of the Programme Board. As part of this the SPMO will consider proposals on how to both embed existing Sláintecare and Programme for Government commitments while addressing any opportunities identified to meet future healthcare needs of our growing and aging population, through the next Sláintecare Implementation Strategy and Action Plan. Members agreed that the next strategy should be structured to capture and present an integrated approach to system reform.

4. **Recap**

- Agreed actions- see appendix

5. **AoB**

- Next scheduled meeting is Wednesday 7 June @ 2pm
- It was noted that following approval of the *Sláintecare Action Plan Progress Report 2022 (SCPR22)* and the *Sláintecare 2023 Action Plan (SCAP23)*, at the last meeting of the Programme Board, both reports remain under consideration by the Minister who has

asked for further changes to be made in advance of being brought to Cabinet for noting prior to publication.

- The next meeting of the JCH is scheduled for 29 March.

Appendix 1 Review of Actions from Meeting No.8 of Programme Board

| No | Area | Action | Assigned to | Status |
|----|---|--|-------------|------------|
| 1 | SPMO | Publish the 2022 Progress Report and 2023 Action Plan when approval received from Minister | DT | Closed |
| 2 | RHAs | Finalise and publish the RHA implementation plan. | MoC/LW/ YG | Q2 |
| 3 | Elective Hospitals | <ul style="list-style-type: none"> ○ Sites Selection for Dublin to be completed ○ The Dublin Preliminary Business Case to be finalised and undergo external assurance. | DT/YG | End Q2 |
| 4 | Digital Health | Finalise Digital Health Strategic Framework with a view to seeking Government Approval for the framework in Q2 2023. | DT | Q2 |
| 5 | Digital Health Innovation Programme | In development of an innovation ecosystem, papers to be agreed at the next HSE Innovation Steering Group meeting include an outline of the key elements of the four pillars of HSE's approach to Innovation ((i) Education & Awareness, (ii) Sharing Knowledge with Wide Participation from the Ecosystem, (iii) Ideas Generation and Prioritisation, and (iv) Live Testing and Formal Evaluation. | YG | April 2023 |
| 6 | Sláintecare Integration and Innovation Fund | <ul style="list-style-type: none"> • Undertake appraisal and selection of themes for SIIF Round 3 • Undertake formal call-out for project applications for funding under the selected themes. | DT | April |

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|---|------|--|----|-----------------|
| 7 | SPMO | Develop proposed plan for the Development of next <i>Sláintecare Implementation Strategy and Action Plan</i> | DT | Next PB meeting |
| 8 | CMO | The Modernised Care Pathways Implementation Plan is being finalised for publication | CH | Next PB meeting |

