Sláintecare Programme Board Meeting –
Minutes

Meeting 9: 7th June @ 14.00

Location: online meeting

Attendees:

		Also in Attendance:
Robert Watt, DoH, Chair	Bernard Gloster, HSE, Chair	Grace O'Regan, DoH,
Derek Tierney DoH	Mary Day, HSE	Bob Patterson, DoH,
Louise McGirr DoH	Yvonne Goff, HSE	Gary Martin, DoH
Tracey Conroy, DoH	Pat Healy, HSE	Jonathan Thompson, DoH
Muiris O'Connor, DoH	Anne-Marie Hoey, HSE	Breda Rafter, DoH
Niall Redmond, DoH	Colm Henry, HSE	Sinead Quill, DoH
Breda Smyth, DoH	Damian McCallion, HSE	David Leach, DoH
	Stephen Mulvaney, HSE	Clare Mungovan, DoT
	Dean Sullivan, HSE	Liz Canavan, DoT
		Martina Shaughnessy, DoT
		Jack Nagle, DoH
		Sarah Treleavan, DoH
		Joe Shortt, HSE
		Colm O'Conaill, DCEDIY

Apologies:
Liam Woods

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In summary: Members acknowledged the significant new activity resulting from the Enhanced Community Care (ECC) Programme, noting that it is intended to extend the work of the ECC teams into public and private nursing homes. Work is ongoing to progress procurement strategy, engagement with planning authorities and design for the Elective Hospitals to expedite their delivery in the shortest time possible. The Government approved public only Consultant Contract take-up levels are being monitored and engagement with Local Implementation Groups (LIGs) is being actively pursued to support implementation of the contract. The draft RHA Implementation Plan is undergoing final amendments, reflecting the significant stakeholder engagement undertaken in 2023, and is expected to be considered by Government in the coming weeks. The Digital Health Strategic Framework which will provide the roadmap to digitising our health services, is being finalised. SPMO next steps to develop Sláintecare Implementation Strategy and Action Plan 2024-2027 were approved by Members.

1.   Minutes and matters arising

Members were welcomed to the 9th meeting of the Programme Board.

Apologies were received from Liam Woods.

The minutes from 8th meeting of the Programme Board (21.03.22) were published on 08.05.23.

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**

Members noted good progress in terms of increased HSE and National Treatment Purchase Fund (NTPF) activity designed to reduce waiting lists, however, this has been negated by the increased demand for services experienced which has resulted in net additions to the waiting lists. The HSE is currently analysing the drivers of this increased demand, as well as capacity and referral patterns to determine insights necessary to informing strategies to addressing the issue. The HSE has commenced using the new Health Performance Visualisation Platform (HPVP) to develop dashboards to analyse out-patient department (OPD) activity and productivity across hospital group, hospital, speciality and consultant levels. Other long-term reforms designed to enhance capacity to deal with capacity in priority areas (paediatric orthopaedics, gynaecology and bariatrics) have been finalised, after extensive engagement. It was noted that €10m, of the original €43m allocated for the implementation of care pathways in 2023, has been confirmed to achieve the ambitions for 2023 with the remaining €33m to be allocated to other HSE initiatives that can reduce and reform waiting lists and waiting times in 2023. Reform enablers, such as patient centred booking arrangements, patient-initiated reviews and implementation of a did-not-attend strategy are being driven by the HSE as further measures to reduce waiting lists and waiting times.

- **Electives Hospitals**

Progress on the Work underway to progress procurement strategy, engagement with planning authorities and design to reach Gate 2 of the Public Spending Code for the Elective Hospitals was provided by HSE. The timeframe set out for addressing the public spending code (PSC) requirements to progressing the electives was considered and HSE senior leadership teams agreed to take all necessary efforts to expedite their delivery in the shortest time possible.

- **Sláintecare Consultant Contract**

Members discussed the current take up levels among new and transferring consultants as well as those registered.

- **Strategic Workforce Planning**

The number employed in the HSE at the end of April 2023 was 140,503 whole time equivalents (WTEs), including 2,758 new recruits. The HSE has prepared a national programme to develop and implement a resourcing strategy for the health service and published its national resourcing strategy in April 2023. This strategy includes actions to improve workforce data; increase national workforce supply; maximise

the number of Irish graduates and attract international candidates. The HSE is also leveraging digital to engage with its workforce and potential recruitment candidates through its Career Hub which is now 'live' and provides a one-stop-shop to register for job opportunities in the health and social care service.

- **Digital Health**

Digital Health Strategic Framework

Members noted that the draft Digital Health Strategic Framework is being finalised for publication. The draft Digital Health Strategic Implementation Plan is being finalised by HSE ahead of publication in Q3.

Digital Innovation Projects – Members were updated by the HSE on work underway to advance live projects, transition these innovation initiatives to live testing and ultimately scale at a national level. An overview of those projects considered ready for national scaling and those next wave of projects that will be considered for testing was provided.

- **Enhanced Community Care**

The data visualisation tool ('Workbench') has been implemented across the ECC system with performance targets set for all ECC teams to the end of 2023 and 2024 respectively to be reported on at a local, regional and national level. While the recruitment trajectory for 2023 is slowing down, it is intended to recruit as many of the remaining 859 positions as quickly as possible and establish all teams by the end of 2023.

Positive results to date include:

- There were 22,266 patient contacts by ICPOP CSTs, demonstrating the level of activity and care being provided in the community.

- Between January and April 2023, 167,494 patients were reviewed by their GP as part of the Chronic Disease Management Programme.

- There were 28,362 patient contacts by ICPCD teams from January to April 2023.

- National rollout of the CHN ECC Referral Form, through Healthlink, has commenced. supporting the implementation of end-to-end care pathway by enabling clinical discussion from a multidisciplinary team through streamlined referral process.

Work is currently underway to extend the work of the ECC teams into public and private nursing homes.

- **HSE Health Regions (formerly known as Regional Health Areas)**

Members noted that a revised Memo for Government would be circulated to Government later in the week. The Minister has been involved in the detail of the draft which was also considered by the HSE EMT the previous week. Publication will follow approval by Government.

- **Sláintecare Programme Management Office Update**

Members noted that the **Sláintecare Action Plan 2023** was noted by Government and published on 28 March. The Plan contains a total of 129 outcome/output-based deliverables. The Sláintecare PMO and

the HSE STO have been working collaboratively to coordinate the monitoring of progress of the Sláintecare Action Plan 2023. Of the 129 deliverables for 2023, 87% are on track however the number of project deliverables in minor challenge has increased from 8 to 17 since we last reported in March. Members noted the importance of bringing these back on track and maintaining delivery of other deliverables

Members noted that Sláintecare project risk registers are in development and will be incorporated into the Sláintecare Programme Risk Register which the SPMO is developing at present.

- **Sláintecare Integration and Innovation Fund**

Members noted progress of Round 2&3 updates. Round 2 SIIF Projects are now operational and a Learning Network event was held in the Department on 4 May to allow projects to meet and share learning and experience. Plans for Round 3 are well-advanced and a call for applications under selected themes will issue in the coming weeks.

3. **Sláintecare Implementation Strategy and Action Plan- Planning for 2024 - 2027**

Members noted progress made by the SPMO, since the last meeting of the Programme Board, in developing the new Sláintecare Implementation Strategy and Action Plan, including:

- Development of project charter
- 1 on 1 engagement with Board Members to provide policy direction to plan development
- Development of stakeholder engagement matrix and plan to inform development of next implementation strategy
- Development of detailed project plan
- Review of progress to date and initial engagement with Programme /Project leads

Next steps include:

- SPMO will work with PB Members and their teams in June/ July to **determine the scope and ambition** of the next SC2024+:
  - SPMO will develop a template seeking the key project planning information for each Sláintecare project for 2024 – 2027, including strategic goals, timelines, milestones and KPI's.
- SPMO will undertake **targeted stakeholder engagement** in June/ July with key stakeholder groups, through a series of workshops in order to input into identification of key priorities for SC2024+
  - PB members are requested to recommend any key stakeholders from their respective areas of responsibility who the SPMO should include in their stakeholder engagement matrix and action plan.

Based on the above, the SPMO will identify the draft **strategic goals, objectives and KPIs** for review by Members at its next meeting on 19 September

4.   Recap

- Agreed actions- see appendix

5. AoB

- The 10th meeting of the Programme Board is scheduled for 19 September @ 2.30pm
- The <u>next meeting of the JCH</u> is scheduled for 14 June.

Appendix 1 Review of Actions from Meeting No.9 of Programme Board

No	Area	Action	Assigned to	Status
1	SPMO	Development of new **Sláintecare** Implementation Strategy and Action Plan: • Prepare template and work with PB Members and their teams to identify key project planning information for each Sláintecare project for 2024 – 2027, including strategic goals, timelines, milestones and KPI's: • Undertake targeted stakeholder engagement in June/ July with key stakeholder groups, through a series of workshops in order to input into identification of key priorities for SC2024 • Identify the draft strategic goals, objectives and KPIs for consideration by Members at 10th meeting of the Programme Board.	DT	Next PB meeting
2	HSE Health Regions	Finalise and publish the HSE Health Regions implementation plan.	MoC/LW/ YG	Q2
3	Elective Hospitals	o Progress Cork & Galway developments, Dublin Preliminary Business Case, including site identification, to be finalised and undergo external assurance and consideration by MPAG, and submitted for approval to Government for approval-in-principle at Gate 1 of the Public Spending Code	DS	Next Programme Board

4	Enhanced Community Care Programme	o Embed the Performance Management activity vs targets o Continue the rollout of Healthlink to all CHNs and CSTs o Continue rolling out the Interim ICT	NR/ PH	Next Programme Board
4	Digital Health	Finalise Digital Health Strategic Framework in Q2	DT	Next PB
6	Sláintecare Integration and Innovation Fund	• Undertake formal call-out for project applications for funding under the selected themes. • Commence EOI process to select themes for SIIF Round 4 Projects	DT	Q3 2023