

# Sláintecare Programme Board Meeting – Minutes

Meeting 10: 19 September 2023 @ 14h

Location: Meisian Plaza

## Attendees:

Robert Watt, DoH, Chair  
Tracey Conroy DoH  
Niall Redmond DoH  
Rachel Kenna, DoH  
Breda Smyth, DoH

Bernard Gloster, HSE, Chair  
Dean Sullivan, HSE  
Yvonne Goff, HSE  
Anne-Marie Hoey, HSE  
Damien McCallion, HSE  
Pat Healy, HSE

## Also in Attendance:

Grace O'Regan, DoH,  
Bob Patterson, DoH,  
Rosaleen Harlin, DoH  
Jonathan Thompson, DoH  
Fiona Mansergh, DoH  
Muriel Farrell, DoH  
Louise O'Hare, HSE  
Breda Rafter, DoH  
Sinead Quill, DoH  
David Leach, DoH  
Martina Shaughnessy, DoT  
Liz Canavan, DoT  
Sarah Treleaven, DoH  
Jack Nagle, DoH  
Jo Shortt, HSE  
Grainne Scarlett, DoH

## Apologies:

Liam Woods, HSE  
Muiris O'Connor, DoH  
Louise McGirr, DoH  
Derek Tierney, DoH  
Mary Day, HSE  
Colm Henry, HSE

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**In summary:** Members approved the direction of development of the new Sláintecare Implementation Framework & Action Plan 2024 – 2027 (SC2024+). Members emphasised the need to ensure SC2024+ builds on Sláintecare progress to date, has clear targets, is patient and service user focused, evidence based, uses plain language and is outcomes focused. Members acknowledged the enormous work being done across the Sláintecare Programme to date noting, for example, the activity reported and emerging impact of the Enhanced Community Care Programme and the Public Only Consultant Contract uptake to date. The HSE Health Regions Implementation Plan, published in July, sets out the critical timelines and steps to establishing the HSE Health Regions and Members noted that recruitment of Regional Executive Officers (REOs), a significant first step in the transition to Health Regions, is underway.

## 1. Minutes and matters arising

Members were welcomed to the 10<sup>th</sup> meeting of the Programme Board. The minutes from 9<sup>th</sup> meeting of the Programme Board (07.06.23), were published on 05.07.23.

Apologies were noted from Liam Woods; Muiris O'Connor; Louise McGirr; Derek Tierney; Mary Day; and Colm Henry.

## 2. Sláintecare Strategy Framework and Action Plan 2024 – 2027 (SC2024+)

Members noted the **Sláintecare Programme Management Office (SPMO)** consultative approach in developing the draft outline of SC2024+. There was broad agreement to the proposed 5 key strategic priority areas identified: (i) Service User/Patient/ Public Engagement; (ii) Service Reform Programmes; (iii) Strategic Workforce Planning and Development; (iv) Enabling Programmes; and (v) Governance and Accountability.

Members emphasised the need to focus on achieving outcomes for the patient with SC2024+. Priority focus would be required on those Sláintecare projects that are critical to achieving the necessary reforms overall. Members noted that SC2024+ will build on the progress made to date under Sláintecare, that data and evidence need to be built into SC2024+ from the outset with a focus on incorporating Key Performance Indicators (KPIs). It was agreed to prioritise those Sláintecare projects that are critical to achieving the necessary reforms overall. It is also necessary to identify and communicate, in plain language, the impact of SC2024+ and to ensure that patient and public are kept to the fore in SC2024+ design and subsequent delivery.

Members agreed that SPMO should proceed to refine and develop the SC2024+ framework and present at the next programme board on 28 November, for consideration. It was noted that the SC2024+ will encompass a series of multi-annual projects that will be delivered under each of strategic priority areas with the ultimate aim being to increase the output of services and to improve patient care, improve productivity and efficiencies and deliver universal healthcare that is affordable, accessible and high quality.

## 3. SPMO update- Progress Report and Risk Register update

Sláintecare Action Plan 2023 Progress Report: At previous Programme Board meeting in June, projects recorded as on track/ in minor delay were 125 (97%). In September, those projects on track or in minor delay are 123 (95%). It was noted that a number of projects have slipped into minor delay and that appropriate measures should now be taken to deliver best possible final outcome by year end, as well as maintaining delivery of other deliverables.

Risk Registers and SC Project Dependencies/ Interdependencies: It was noted that SPMO is analysing the project returns on SC2024+ templates and is tracking dependencies and interdependencies. The SPMO is engaging further with project teams to develop a deeper analysis of project interdependencies across the Sláintecare Programme.

Joint DoH/ HSE Sláintecare Project Leads Group: the inaugural meeting of this group will take place on 21 September 2023 and will focus on development of SC2024+, collaboration, implementation and governance.

Sláintecare Programme Change Controls: Members agreed to the proposed introduction of change controls to the programme management approach to delivering **Sláintecare**. The SPMO will scope out a procedure for approval at the next meeting of the Programme Board.

#### 4. Briefing papers from project leads

- Waiting lists: The trend of increased activity levels being negated by continuing higher than projected WL referrals (especially for OPD) has continued albeit at lower levels than experienced in the earlier months of the year. The drivers of demand are being analysed by DoH in collaboration with the HSE and the NTPF to further inform targeted intervention. The Waiting List Action Plan (WLAP) identifies 20 high volume procedures and includes a commitment that anybody waiting 3 months by year end, who is clinically suitable will receive an offer of care- as at end July 2023, 78% of patients waiting more than 3 months have been removed from IPDC waiting list (through HSE & NTPF activity) or have received an authorisation for an offer of NTPF funded treatment. The overall goal of WLAP implementation is to sustainably reduce and reform hospital waiting lists and waiting times, including through using the Health Performance Visualisation Platform (HPVP) and the care pathways. Progress is continuing in relation to tackling the longest waiters.
- Elective Hospitals: The HSE is progressing the procurement of a Detail Design Team, for the Cork and Galway hospitals, which will include an Architect led Design Team and Project Control Team respectively. The two elements of the Design Team will be appointed to provide the full scope of Design services for the entire Elective Hospitals Programme, with the scope of services provided initially for Cork and Galway and the preliminary business case for Dublin. A process auditor has been appointed to provide an independent assurance role on behalf of the HSE CEO/Board. This role will assure that all processes are pursued and achieved in the maximum best time possible. Under the new design of the HSE Centre, it is intended to appoint a Director of Major Capital Infrastructure and the Elective Hospitals Programme, along with other major projects, will migrate to that function when established.
- Sláintecare Consultants Contract: As of 6 September 2023, there were 525 Consultants who have signed the new public only consultant contract (POCC 2023)- 146 new entrants, 379 have transferred. The HSE envisages that there will be 500 (New and Replacement posts) advertised this year in the public health services. The HSE has launched an international recruitment campaign and is highlighting the benefits of the new contract. The campaign launched in June and has been live in the UK, Australia, New Zealand, US and Canada. Since the campaign went live, there has been a 31% increase globally in searches for Irish Consultant jobs, a 42% increase in searches for Consultant roles in Ireland and a 153% increase in searches for Consultant roles in Ireland from the UK.
- Strategic Workforce Planning: At the end of July 2023 employment levels stood at 141,722 WTE (equating to 161,864 personnel). This figure represents an increase of +3,976 WTE Year To date (YTD), and an increase of +325 WTE since June 2023. The largest increases are reported in Management and Administrative (+168 WTE) and Medical and Dental (+139 WTE) since March 2023 (Appendix 1 shows staff category in tabular form). At divisional level Acute Services are reporting a YTD increase of +2,626 WTE, with an increase of +310 WTE over July. Community Services are reporting a YTD increase of +979 WTE with a decrease of -39 WTE over July. In terms of workplace

projections, substantial primary data collection has commenced in collaboration with services to inform the ESRI model, with a hybrid approach to data inclusion in the model as agreed with the ESRI in order to complete the workforce projections.

- Digital Health: Development of a new Digital Health & Social Care Strategic Roadmap (2024-2030) is nearing completion. The Health Information Bill is currently with legislative drafting following scrutiny by the Oireachtas health committee. In order to better join up the workforce digitally, the office of the CIO is migrating all HSE staff to a single national domain and providing them with access to cloud hosted services such as O365. Work to migrate to the single national domain is running slightly behind schedule with migration to cloud service 8% ahead of schedule. Actual stats are reported to DoH on a monthly basis.
  
- Enhanced Community Care: As of the 31<sup>st</sup> July 2023, significant progress is being made with over 2,733 WTE on boarded (2,515) or at an advanced stage (218) of recruitment, representing 78% of the overall 3,500 WTE approved for the programme.
  - o Integrated Care Programme for Older People (ICPOP): there were 48,230 patient contacts by ICPOP Community Specialist Teams (CSTs) in the first 7 months of 2023 (69% were discharged home, 7% were admitted to acute hospital, 3% were admitted to long term care); 13% of people (target is 10%) were reviewed on the same day/next day of referral in operational CSTs, reflecting review by the team of more urgent cases; 65% of people (target 55%) assessed by the CST have a Clinical Frailty Score (CFS) of 5-9 (representing more severe frailty), demonstrating that progress is being made in prioritising complex and more frail patients and therefore avoiding admission to the acute setting.
  - o Integrated Care Programme Chronic Disease (CDM and ICPCD): Over 90% of GPs have signed up to the CDM contract with 309,778 patients reviewed by their GP between January and July 2023. 91% of patients with chronic disease are now fully managed routinely in primary care and are not attending hospital for ongoing management of their chronic condition. GPs are referring any patients that cannot be managed within general practice to the specialist ICPCD CSTs with 69,736 patient contacts from January to July 2023 inclusive.
  - o Community Healthcare Network (CHN): Over 713,000 therapy services patients contracts were made between January – July 2023.
  
- HSE Health Regions: The HSE Health Regions Implementation Plan was approved by Government on 25 July 2023. Health Regions will be established from February 2024 with further reforms and devolution of authority taking place on a phased basis through 2024 and 2025. Progress includes: impact assessment in relation to the geographical realignment of current CHO and HGs to new Health Region boundaries has been completed; development of an Integrated Service Delivery model (ISD) model is being progressed; Job specification for the REO posts has been agreed and sanction to proceed with recruitment was given in July 2023; HSE Centre is being restructured. Workforce implications, change management and stakeholder engagement plans are progressing.

- Sláintecare Integration Innovation Fund:
  - The appraisal of applications received in Round 3 is currently underway and it is expected that successful projects will be contracted and receive 1<sup>st</sup> payment by year end. SPMO will engage with HSE & DoH stakeholders to consider the learning from SIIF Round 3 process, and the transition to Health Regions which will inform SIIF Round 4 process.

**5. JCH meeting on Sláintecare- 27 September 2023**

It was noted that the JCH has requested that this meeting should focus on Strategic Workforce Planning (SWFP). Preparations for Opening Statements are underway.

**6. AOB**

The 11<sup>th</sup> Meeting of the Programme Board will take place on 28 November 2023

## Appendix 1 Review of Actions from Meeting No.10 of Programme Board

No	Area	Action	Assigned to	Status
1.	WLAP	The HSE and NTPF are targeting an additional 28k OPD activity beyond that targeted in the 2023 WLAP through a range of initiatives, including through increased core activity; HSE additional activity [through blitz clinics, OPD out of hours appointments, and increased use of a Dynamic Purchasing System (DPS)]; as well as through further HSE outsourcing and NTPF commissioning.	Tracey Conroy/ Mary Day	End 2023
2.	HSE Health Regions	<ul style="list-style-type: none"> <li>▪ Agree the Integrated Service Delivery Model through the Health Regions governance fora;</li> <li>▪ Align the geographies of the existing Hospital Group and Community Healthcare Organisations, to minimise patient and service disruption;</li> <li>▪ Develop and agree a staff transition strategy for Health Regions as structural changes are being implemented;</li> <li>▪ Progress the appointment of new Health Region REOs.</li> </ul>	Muiris O'Connor/ Liam Woods	End 2023  Q1 2024
3.	Strategic Workforce Planning	Stage 1 of the Community workforce projections in Primary Care, will deliver in early Q2 2024 owing to the availability of data from the CESO on population statistics.	Rachel Kenna/ Anne-Marie Hoey	Q2 2024
4.	Electives	<u>Cork and Galway Electives</u> : Architect led Design Team and Project Controls Team respectively to be procured.	Yvonne Goff	Tenders issued October/November 2023

5	ECC	<ul style="list-style-type: none"> <li>▪ Completing the rollout of Healthlink to all CHNs &amp; CSTs,</li> <li>▪ Rolling out Interim ICT solution</li> <li>▪ Flexing the ECC Model to include residents in both public and private nursing homes.</li> </ul>	Niall Redmond/ Pat Healy	End 2023
6	Digital Health	Memo to Government for the digital health and social care strategic Roadmap and completion of delivery for items on the 2023 ICT capital plan.	Derek Tierney	End 2023

