

HSE: 2022 End of Year Sláintecare Action Plan Deliverables Report

Sláintecare Action Plan: Programmes	Sláintecare Action Plan: Projects	Workstream (if applicable)	Deliverable Quarter	Final Year Position Deliverable	Final Year Position Deliverable Person Responsible	Final Year Position Deliverable RAG Status	Final Year Position Deliverable Comment	Final Year Position Deliverable Supporting Documentation
Reform Programme 1	Proj 1: Implement Health Service Capacity Review	Wrkst 3 - Hospital productivity	Q4	Report on progress to Implement the additional bed capacity for 2022	HSE, Stephanie O' Keeffe) HSE-BSC	Minor Delay	As of end Q3, 901 beds of a total 1228 were delivered. A number of beds were delayed including Letterkenny (13), NRH (6), St Lukes KK (14), Monaghan (8), Galway (2). All except the beds for Letterkenny University Hospital are expected to deliver in Q4 2022.	Weekly PMO Report discussed at Winter Oversight Committee. Bed profile as at 30.9.22
Reform Programme 1	Proj 2: Scale & Mainstream Integration Innovation		Q4	Continue mainstreaming successful Sláintecare Integration Fund projects	HSE, CSO, CCO, TBC	On Track	<p>The mainstreaming of 123 SIF round 1 projects was completed during 2022 as follows and as articulated in the DoH Sláintecare Integration Fund end of programme Report. The status of these projects at the time of publication is as follows:</p> <ul style="list-style-type: none"> 106 projects are mainstreamed which means they will receive recurring funding annually 2 Projects have received once off funding to facilitate reviews by HSE in 2022 2 Projects were granted a funded extension to facilitate completion of review in 2022 13 Projects have been completed <p>Of these, the Strategic Transformation Office have completed the mainstreaming of 29 successful SIF Round 1 projects from a Sláintecare fund of €4.9m.</p> <p>SIF Round 2 was launched in September of 2022 and successful projects are being finalised for commencement.</p>	https://www.gov.ie/en/publication/025e7-slaintecare-integration-fund-end-of-programme-report-2022/
Reform Programme 1	Proj 1: Implement Health Service Capacity Review	Wrkst 3 - Hospital productivity	Q4	Implement the additional critical care bed capacity for 2022 in line with funding and agreed plan.	HSE, Stephanie O' Keeffe); HSE-BSC	On Track	Critical care beds - On track: 65 critical care beds have opened since 2020, bringing overall capacity to 323 beds, an increase of 25%. Funding is in place to add a further 20 beds, which will bring capacity to 343 beds by end 2023.	At the end of Q3, 323 beds had opened. 3 beds were scheduled to deliver in Q4 2022 but due to recruitment issues these were delayed and are now expected to deliver in Q1 2023 (SVUH - 2 beds & CUH - 1 bed). 2023 - Balance of 2022 beds SVUH 2 and CUH 1 expected Q1, 2023 with MMUH 10 CC beds to open Q1 and SVUH 7 CC beds to open Q3.

Reform Programme 1	Proj 1: Implement Health Service Capacity Review	Wrkst 3 - Hospital productivity	Q4	Implement the additional acute care bed capacity for 2022 in line with funding and agreed plan.	HSE, Stephanie O' Keeffe) ; HSE-BSC	Minor Delay	Acute Beds: A total of 924 additional acute beds have been delivered since 1 January 2020, out of 1,146 originally to be delivered by end 2021. The HSE's revised profile expects 995 will be delivered by end 2022, with the remainder planned for 2023. Progress in delivering additional beds has been delayed due to capital and recruitment challenges.	Acute beds - a total of 970 additional acute beds were delivered by year end 2022. Delays in delivery of the expected number of beds were as a result of recruitment challenges, delays in delivery of capital programmes due to delays in supply of materials and equipment, and delays in construction. A total of 209 of the remaining beds are expected to deliver in 2023, with 49 additional beds subject to further capital review.
Reform Programme 1	Proj 6: Implement the eHealth Programme	N/A	Q4	ePharmacy- Electronic prescribing and National Medicinal Product file teams in place and progressing ePharmacy programme.	David Walsh HSE	On Track	ePrescribing - ongoing development work in partnership with eHealth on technical and business approach. Submit Business Case to CDOG and DGOU for approval in principle. NMPC - ongoing development work in relation to overall approach. Market engagement exercise completed. Next steps are progression to business case submission.	DGOU approved in principle the National ePrescribing Project submission on Oct 4th. Ref ICT21407. Email confirmation previously submitted. Market consultation for National ePrescription Service technology published 19/12/22 on eTenders (attached for reference). Invitations for stakeholder engagement sessions in Jan / Feb 2022 issued.
Reform Programme 1	Proj 6: Implement the eHealth Programme		Q4	eHealth infrastructure - Stabilise the operational environment and deliver foundational infrastructure and cyber technology resilience, while continuing to build and enhance the Security Operations Centre which will protect the organisation from the threat of future cyberattacks	HSE, OoCIO, Fran Thompson	On Track	<p>1. Cyber Resilience (On Track) - Cyber incident response management contracts are in place with third party service provider (Mandiant)</p> <p>2. Security Operations Centre (Minor Delay) - The current contract to provide Managed Endpoint Detection and Response Services will continue until May 2023. An RFP that covers Security Operations Centre/ Security Event Logging and Monitoring and Managed Endpoint Detection and Response will be released in Q1 2023</p> <p>3. Foundational Infrastructure (On Track) - Currently upgrading and modernising all infrastructure, including devices, central infrastructure and transition to Cloud</p> <p>4. Legacy Remediation (On Track) - Replaced & upgraded 27,026 Window 7 devices in 2022; this is 42% ahead of the target of 19,000. Only 2,476 devices remain.</p> <p>5. Staff Identity Management (On Track) - 19,314 users on Health IRL against year-end target of 20,608 (or 94%)</p>	<p>1. Vendor Contract can be provided</p> <p>2. Project Plan can be provided</p> <p>3. Year-end Programme Report can be provided</p>
Reform Programme 1	Proj 6: Implement the eHealth Programme		Q2	Cyber Update – Update on progress to implement security improvement programme aligned with the tactical recommendations from PwC Report	HSE, OoCIO, Fran Thompson	On Track	<p>1. ICT funding requirements for 2023 were included in the service plan</p> <p>2. Funding is being provided on a once off basis for 2023, however it is under the required bid</p> <p>3. HSE Technology and Transformation Committee of the Board in place</p> <p>4. Draft cyber transformation programme plan under discussion with DoH</p>	HSE Cyber EMT meeting Minutes can be provided with outlines the progress if required

Reform Programme 1	Proj 6: Implement the eHealth Programme		Q4	Implementation of the eHealth agenda as outlined in the GP Agreement 2019, which will deliver a more integrated service delivery through: Improve Client Identity – Deploy and extend the use of IHI to Patient administration systems (5), GP systems, PCRS, National Screening	HSE, OoCIO, Fran Thompson	Minor Delay	<p>1. IHI integration into Patient Administration systems (Minor Delay) - proceeding to plan, with IHI seeding is underway on 4 of 11 instances of iPM (Letterkenny, Saelta, RCSL, DML); a fifth instance will be rolled out in Q1 2023</p> <p>2. GP systems integration (Minor Delay) - IHI now available for all public patients across 3 of 4 GP systems</p> <p>3. PCRS integration (Complete) - fully seeded with an IHI direct interface</p> <p>4. National Screening integration (Complete) - fiHI seeded completed in August 2022</p>	Project briefs and project plans can be provided as required
Reform Programme 1	Proj 6: Implement the eHealth Programme		Q4	Implementation of the eHealth agenda as outlined in the GP Agreement 2019, which will deliver a more integrated service delivery through: Safer clinical practice through ePrescribing Acute – plan configure and commence rollout of Hospital Meds Management system	HSE, OoCIO, Fran Thompson	Minor Delay	<p>1. ePrescribing Acute (Minor Delay) - contract for Hospital Medicine Management system has been signed. Roll-out to six Phase I sites will commence in 2023 - UH Galway/Merlin Park, St. Vincent's University Hosp., James Connolly Memorial, Rotunda Hospital, Phoenix Pharmacy-CHO9, SIVUH Cork</p>	Project briefs, vendor contracts, project plans can be provided as required
Reform Programme 1	Proj 6: Implement the eHealth Programme		Q4	Implementation of the eHealth agenda as outlined in the GP Agreement 2019, which will deliver a more integrated service delivery through: Improve and expand on Electronic Communications with Community between GP's and Health Service (Acute and Primary)	HSE, OoCIO, Fran Thompson	On Track	<p>1. Wide range of eReferrals now available for GPs to send referrals to Hospitals and Community.</p> <p>2. All acute hospitals enabled</p> <p>3. All Covid referrals enabled for Community</p> <p>4. Enhanced Community Care (ECC) referrals complete and available</p>	Project briefs, vendor contracts, project plans can be provided as required
Reform Programme 2	Proj 1: Develop a Population Health Approach for Service Planning & Funding	Wrkst 5 -Capital planning	Q4	Finalise Property & Asset Strategy	Mark Kane, HSE; Health Infra	On Track	ARC Approved the Strategy, compendium and scenario planning paper at its meeting in October. The Strategy and associated implementation plan are both progressing to the Board (meeting 25th November) for final approval.	The Capital and Estates Strategy was approved by the Board in November and is now finalised.
Reform Programme 1	Proj 1: Implement Health Service Capacity Review	Wrkst 1 - Healthy Living	Q4	Roll-out a national online sexually transmitted infection (STI) testing service integrated with public STI clinics to increase access to and capacity for STI testing	Helen Deely/Philip Crowley HSE, CSO	On Track	A total of 96,996 STI test kits have been ordered through the online platform. Of these, 56,983 test kits have been returned to the lab (59% return rate) and 5,903 reactive results received (10.3% reactive rate). The service was extended to all 26 counties by end September 2022 and is currently integrated with 15 public STI clinics.	The national online STI testing service was launched 4th October 22. Pilot evaluation report was published on www.sexualwellbeing.ie . Full online STI home testing service is now available in all counties on ROI. https://www.hse.ie/eng/services/news/media/pressrel/hse-announces-launch-of-free-national-home-sti-testing-service.html
Reform Programme 1	Proj 1: Implement Health Service Capacity Review	Wrkst 1 - Healthy Living	Q4	Scope and design a physical activity patient pathway to support active participation in physical activity with funded organisations outside the health service	Helen Deely/Philip Crowley HSE, CSO	On Track	National Institute for Prevention and Cardiovascular Health commissioned to develop training for HSCPs. Carlow LSP commissioned to tender for development of curriculum and assessment standards for training for Exercise Professionals. Application submitted to OoCIO for access to SALASSO platform license. Active Healthy Me Programme for adult day disability services launched.	

Reform Programme 2	Proj 2: Implement Sláintecare Healthy Communities Programme		Q4	Establish Sláintecare Healthy Communities fully in 20 areas of highest disadvantage including the implementation of a weight management service for children & young people and community based integrated alcohol services in 2 CHO areas	Helen Deely/Philip Crowley HSE, CSO	Minor Delay	96% (44/46) HSE staff recruited for 19 SHC area-based teams. Recruitment ongoing for remaining posts and for Community, Food & Nutrition workers. The majority of services are operationalised. For new weight management service (WMS) for children and young people, delays in hiring are impacting the schedule and will delay service commencement to 2023. One of 22 posts complete. Capacity within CHO's to project manage service set-up and implementation is impacting schedule. Continued engagement with CHOs to maintain focus and priority on recruitment. 9/14 staff recruited for Integrated Alcohol Service and both CHOs now accepting clients.	
Reform Programme 1	Proj 1: Implement Health Service Capacity Review	Wrkst 2 - Enhanced Community Care	Q4	ECC Programme deliverable: Deliver 96 Community Healthcare Networks (CHNs) established and operational, providing the foundation and organisation structure through which integrated care is delivered locally at the appropriate level of complexity, with GPs, HSCPs, nursing leadership and staff, empowered at a local level to drive integrated care delivery and supporting egress in the community.	HSE, CCO, Pat Healy Geraldine Crowley (Change & Innovation)	Minor Delay	A total of 94 CHNs operating at end December. The remaining 2 CHNs are due to become operational in Quarter 1 /2023.	
Reform Programme 1	Proj 1: Implement Health Service Capacity Review	Wrkst 2 - Enhanced Community Care	Q4	ECC Programme deliverable: Deliver 30 Community Specialist Teams for Older People and 30 Community Specialist Teams for Chronic Disease established for the management of chronic disease and older people with complex needs supporting our acute hospitals ensuring integrated care is provided locally at the appropriate level of complexity. This also will include Acute Hospital CDM and Frailty at the Front Door Teams	HSE, CCO, Pat Healy Geraldine Crowley (Change & Innovation)	Minor Delay	Total of 21 Integrated Care Programme for Older People (ICPOP) CSTs , 21 Integrated Care Programme for Chronic Disease Management (ICPCD) CSTs Operational. Remaining Teams expected to become operational by Q 2/3 2023. Gap analysis being undertaken in respect of becoming operational	
Reform Programme 1	Proj 1: Implement Health Service Capacity Review	Wrkst 2 - Enhanced Community Care	Q4	ECC Programme deliverable: Deliver GP Access to Community Diagnostics – Target of 195,000 diagnostic services across x-ray, CT, MRI, DEXA and ECHO, Spirometry & BNP as they come on stream in 2022	HSE, CCO, Pat Healy Geraldine Crowley (Change & Innovation)	Complete	Total of over 250,000 diagnostics completed by Dec 22.	
Reform Programme 1	Proj 1: Implement Health Service Capacity Review	Wrkst 2 - Enhanced Community Care	Q4	The ECC Programme, aligned to the 2019 GP Contract Agreement, objective is to deliver increased levels of healthcare with service delivery reoriented towards general practice, primary care and community-based services. Key 2022 deliverables are: Establish a National Home Support Office	HSE, CCO, Pat Healy Geraldine Crowley (Change & Innovation)	On Track		

Reform Programme 1	Proj 1: Implement Health Service Capacity Review	Wrkst 2 - Enhanced Community Care	Q4	ECC Programme Deliverable: Deliver structured programme implemented for chronic disease management and prevention, linked to the GP Agreement, together with the establishment of CDM Community Specialist Teams linked to the Acute Hospital Teams to cover identified CHNs	HSE, CCO, Pat Healy Geraldine Crowley (Change & Innovation)	On Track	21 ICPCD teams operational	
Reform Programme 1	Proj 1: Implement Health Service Capacity Review	Wrkst 2 - Enhanced Community Care	Q4	ECC Programme Deliverable: Deliver end to end care pathways implemented for older people. These include enhancing existing and accelerating additional ICPOP MDTs and Frailty at the Front Door Teams providing Community Specialist Teams to cover identified CHNs.	HSE, CCO, Pat Healy Geraldine Crowley (Change & Innovation)	On Track	21 ICPOP teams operational	
Reform Programme 1	Proj 1: Implement Health Service Capacity Review	Wrkst 2 - Enhanced Community Care	Q4	ECC Programme Deliverable: Community Intervention Teams expanded to provide national coverage.	HSE, CCO, Pat Healy Geraldine Crowley (Change & Innovation)	Complete		
Reform Programme 1	Proj 1: Implement Health Service Capacity Review	Wrkst 2 - Enhanced Community Care	Q4	ECC Programme Deliverable: Interim ICT solution in place to support patient information & real time reporting.	HSE, CCO, Pat Healy Geraldine Crowley (Change & Innovation)	Significant Delay	The interim ICT solution committed to in NSP 2023 is an urgent deliverable and is behind schedule. The interim solution will consist of an integrated case management system (ICMS) with basic functionality to support implementation of the programme. The COO has approved arrangements and process to proceed with the National Tender of Interim ICT Solution within the agreed parameters as set out in the LOD. Arrangements are being made with OoCIO and National Procurement to develop appropriate tender arrangements which will be finalised.	
Reform Programme 1	Proj 1: Implement Health Service Capacity Review	Wrkst 2 - Enhanced Community Care	Q2	Report on progress in placement of interRAI care needs facilitators	HSE, Janette Dwyer	Minor Delay	CHOs in process of recruiting 128 Care Needs Facilitators. To be complete by Q1 2023	
Reform Programme 1	Proj 1: Implement Health Service Capacity Review	Wrkst 2 - Enhanced Community Care	Q2	Report on progress of the Home Support pilot	HSE, Janette Dwyer	On Track	Implementation of Home Support Pilot ongoing and on target across four Community Health Care Network Sites. Tender for Evaluation progressed. Reporting and data collection commenced across sites. Progress Report submitted to DoH. Tender for evaluation awarded, evaluation commenced with data collection ongoing across pilot sites, month report being provided to DOH	

Reform Programme 1	Proj 1: Implement Health Service Capacity Review	Wrkst 2 - Enhanced Community Care	Q2	Report on the progress in the delivery of Home Support Hours for 2022	HSE, Janette Dwyer	Significant Delay	Projected outturn of 21.02m hours based on activity levels Sept YTD. Anticipated continuing issues re carer capacity.	
Reform Programme 1	Proj 1: Implement Health Service Capacity Review	Wrkst 2 - Enhanced Community Care	Q4	ECC Programme Deliverable: Complete Home Support pilot and inform final design of the Statutory Home Support Scheme	HSE, CCO, Yvonne Goff, Janette Dwyer (Change & Innovation)	Minor Delay	Pilot complete with evaluation being completed in January 2023	
Reform Programme 1	Proj 1: Implement Health Service Capacity Review	Wrkst 2 - Enhanced Community Care	Q4	ECC Programme Deliverable: Develop a national framework for underpinning a sustainable model for Residential Care (both Long Term and Intermediate/Rehabilitation)	HSE, CCO, Yvonne Goff, Janette Dwyer (Change & Innovation)	Minor Delay	Framework Developed. In 2023 an operating model for public based community residential care, commencing a financial review of public long stay units. -	
Reform Programme 1	Proj 1: Implement Health Service Capacity Review	Wrkst 2 - Enhanced Community Care	Q4	ECC Programme Deliverable: Implement interRAI as part of Home Support Pilot and the successful integration of interRAI across identified service areas with interRAI facilitators in place across CHNs and Specialist Teams for Older People in line with plan	HSE, CCO, Yvonne Goff, Janette Dwyer (Change & Innovation)	Minor Delay	Recruitment commenced for 128 interRAI Care Needs Facilitators with a deadline of Q1 2023.	
Reform Programme 1	Proj 1: Implement Health Service Capacity Review	Wrkst 2 - Enhanced Community Care	Q4	ECC Programme Deliverable: Deliver additional Home Support Hours in line with funded plan	HSE, CCO, Yvonne Goff, Janette Dwyer (Change & Innovation)	Significant Delay	There is a projected outturn of 21.02 million hours against year target of 23.67 million. Anticipated continuing issues due to carer capacity.	
Reform Programme 1	Proj 3: Streamline Care Pathways, from Prevention to Discharge		Q4	Complete planning and commence implementation of funded scheduled care pathways	HSE, CSO, Yvonne Goff	On Track	37 Modernised Care Pathways have been developed and clinically approved. In May 2022, the CEO prioritised and funded the implementation of the obesity pathway in four hospital groups. Implementation and recruitment have commenced. Seven pathways, across three specialities (Orthopaedics, Urology, Ophthalmology) have been prioritised to commence implementation in 2022. Detailed planning and resource allocation is being determined for the remaining modernised care pathways.	Scheduling of the implementation of all 37 pathways to be set out in NSP 2023.

Reform Programme 2	Proj 3: Develop Regional Health Areas		Q4	Establish a dedicated team to take forward the planning and delivery of RHAs	HSE, CSO, Yvonne Goff	Minor Delay	Approval received from DoH for core HSE RHA programme team initially supporting detailed design and planning reporting through the National Director of Change and Innovation and the CSO. Posts have moved to interview stage with interviews scheduled for week beginning 12th September 2022. A dedicated ND to support RHA implementation commenced on 5th September 2022. Posts submitted as part of 2023 estimates process to build Organisation Development and Change and programme management capacity at regional level.	AND for RHAs commenced on 21st November 2022. GM interviews completed with posts (x2) due to commence in Q1 2023. Grade VIII x 2 posts commencing in January and February 2023.
Reform Programme 2	Proj 3: Develop Regional Health Areas		Q4	Establish key enabling workstreams to take forward implementation planning	HSE, CSO, Yvonne Goff	On Track	Key enabling workstreams established to take forward implementation planning, including; Governance (Corporate & Clinical), Finance (Population-Based Resource Allocation), People & Development (Strategic Workforce Planning & Human Resources), Digital & Capital Infrastructure (ICT, Information and eHealth), Change, Communications and Culture and Programme Coordination. Membership and TOR finalised. Work on-going re agreed deliverables with particular focus on functions and activities at DoH, HSE Centre and RHA level	High level Whole System Design completed via work streams taking on board input from regional workshops, data from international evidence and other stakeholder inputs. DoH/HSE Implementation Plan drafted and for publication in Q1 2023.
Reform Programme 2	Proj 3: Develop Regional Health Areas		Q2	Complete stakeholder mapping and analysis	YG, HSE RD & Health Analytics	On Track	Stakeholder mapping exercise completed identifying all those who will be impacted by the change across the system. This includes local populations and service user /patient groups, internal stakeholders within the HSE at national, regional and local levels, Trade Unions, external partners and voluntary organisations /agencies, Department of Health and other government agencies, academic sectors, regulatory and professional organisations, political system etc. Part of the mapping exercise has included an analysis of the types of engagement processes that are required along a continuum of information sharing to more in-depth consultation. The latter will include face to face engagement, group sessions / workshops, written submissions etc. The engagement process will be a key element of the RHA Implementation Plan and will require dedicated resourcing and attention 2023.	
Reform Programme 2	Proj 3: Develop Regional Health Areas		Q3	Complete initial phase of stakeholder and staff consultation on co-designed Implementation Plan	YG, HSE RD & Health Analytics	On Track	The initial phase of stakeholder and staff consultation on the RHA co-design was achieved through six regional events and associated communication and post event feedback processes. Feedback was also sought through staff communication channels. RHA workstream leads have continued to engage with service managers and staff at national and regional level to progress the high-level RHA design. In addition, on-going engagement is continuing with key stakeholder groups through the RHA Implementation Lead. The draft RHA Implementation Plan will form the basis of more focused engagement across all key stakeholders including patients and patient representatives during 2023.	

Reform Programme 1	Proj 6: Implement the eHealth Programme		Q4	Complete deployment of Health Performance Visualisation Platform to phase 1 site	Yvonne Goff, HSE	Significant Delay	The HPVP Programme has delivered key modules to 19 of the 28 acute public hospitals. There are delays due to engagement relating to data governance and implementation with Dublin Voluntary Hospitals (Beaumont, Mater, Tallaght, St James, CHI, St Vincents and Cappagh). This is on the national agenda and solutions are being explored to address the data governance concerns raised. Expressions of Interest document ready for publication pending DOH approval to proceed to tender. PRG approval provided.	
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