



Oifig an Leas-Stiúrthóir Ginearálta-Oibríochtaí
Feidhmeannacht na Seirbhísí Sláinte
Ospidéal Dr. Steevens'
Baile Átha Cliath 8

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18th February 2020

Deputy Stephen Donnelly
Dáil Eireann
Leinster House
Kildare Street
Dublin 2

PQ Ref: 52264/19

To ask the Minister for Health if he will report on the work of the performance management unit in the HSE; the number of whole-time equivalent staff employed; the number of reports and reviews it has undertaken; and the recommendations made by it to improve performance

Dear Deputy Donnelly,

The Health Service Executive (HSE) has been requested to reply directly to you in the context of the above Parliamentary Question, which you submitted to the Minister for response. I apologise for the delay in responding to you and any inconvenience caused.

The Performance Management and Improvement Unit (PMIU) has brought together a number of existing units within the HSE; Special Delivery Unit; Value Improvement Programme; Community Business Information Unit; Acute Business Information Unit; Corporate Reporting Unit and the provision of support to the National Performance Oversight Group (NPOG). The PMIU is part of the National Services Division within the HSE.

In addition to the gathering and reporting of monthly performance data from across the HSE by the business information and corporate reporting units, supporting the monthly National Performance Oversight (NPOG) process, and the daily monitoring of ED activity data, the Performance Management Improvement Unit performs a direct interventional role in improving performance and can be commissioned in the following ways:

1. Following a request by a specific provider organisation seeking support for a specific performance improvement initiative.
2. By the National Directors of the Acute Operations, Community Operations and National Services Divisions in response to a LEVEL 2 escalation under the HSE's Performance and Accountability Framework.
3. By the NPOG where it determines significant improvement is required for systemic performance issues or within specific provider organisations.
4. By the Chief Operations Officer who has the discretion outside of the NPOG process to commission the PMIU to lead on urgent improvement initiatives.

As National Director for National Services I prioritise the interventions / initiatives and commission the PMIU to investigate and address them accordingly within a definitive timeframe.

In relation to the Winter Plan, the PMIU plays a leading role annually in ensuring the Acute and Community Services work in a well- coordinated and integrated way in augmenting services to cope with winter pressures. PMIU supports the service delivery system at a national level and also at a local level through the Winter Action Teams aligned to each of the nine Community Healthcare Organisations (CHO). This Winter Plan structure has been very effective in delivering integrated solutions to winter pressures and will continue to be supported to provide this integrated way of working on an all year round basis.

Currently, the teams comprising the PMIU have 47 whole time equivalents.

The PMIU has undertaken reviews in a number of areas including;
Winter Plan Reviews 2018 / 2019 and 2019/2020;
Implementation of the 5 Fundamentals Programme for Unscheduled Care;
Delayed Transfers of Care Review;
Rapid Access Clinic Reviews (Prostate Cancer, Lung Cancer, Radiotherapy);
Review of Patient Flow Programme;
Review of the Theatre Quality Improvement Programme;
Review of Home Care Services;
Rapid Assessment of Savings Opportunities in Non-Clinical/Non-Pay Areas;
Supporting and Reporting on Value Improvement Programmes 2018 & 2019.
Rapid intervention re overcrowding – Galway and Cork – November 2019

I trust this information is of assistance to you.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Joe Ryan', written in a cursive style.

Joe Ryan
National Director, National Services