

CC/AK/MC

Email: pqmidwestacute@hse.ie14th June 2022Mr Alan Kelly TD,
Dáil Eireann,
Leinster House,
Kildare Street,
Dublin 2

RE: PQ 28104/22

To ask the Minister for Health the terms of reference for the expert team that is examining overcrowding in University Hospital Limerick; and the details of the persons who are on the expert team. -Alan Kelly

Dear Deputy Kelly,

The Health Service Executive has been requested to reply directly to you in the context of the above Parliamentary Question which you submitted to the Minister for Health for response.

HSE specialists in Unscheduled Care are currently working on the ED Improvement Programme around the country, including at University Hospital Limerick.

Members of this national support team made their initial visit to UHL as part of this work on May 13th.

They subsequently visited the hospital on June 2nd and 3rd. During this latter visit, the team met with staff in the Emergency Department, Acute Medical Assessment Unit and Acute Surgical Assessment Unit, inpatient wards, theatre and the Navigation Hub.

The national team has also met with members of the executive management teams at UL Hospitals Group and our management colleagues in HSE MidWest Community Healthcare. We have discussed short-term and longer-term plans on integrated care and patient flow on what is a collaborative piece of work between the HSE specialists, UL Hospitals Group and HSE Mid West Community Healthcare. We expect to be in a position to provide a further update on these plans in the near future.

Attached are details of the terms of reference and persons who are on the expert team.

In addition, I can confirm that, in addition, I recently commissioned Deloitte to conduct an external review of patient flow at University Hospital Limerick.

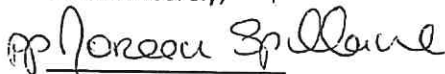
This review is intended to provide an independent and comprehensive overview of patient flow through the ED at UHL while at the same time looking at the use of resources, processes in place and identifying any constraints.

The overarching objectives of this review is to:

- Define and describe the source(s) of flow challenges experienced within the ED and UHL
- Determine and comment on possible opportunities to enhance the existing patient flow approach
- Reflect on the effectiveness and impact of patient flow initiatives introduced to date by UHL
- Consult with key external stakeholders including Mid-West Community Healthcare and GPs regarding pre-admission and post-admission pathways.

Once the review is complete, the findings will be circulated to external stakeholders. I trust this clarifies the position, please contact me if you have any further queries.

Yours sincerely,



Prof Colette Cowan
Chief Executive Officer
UL Hospitals Group



Terms of Reference

Unscheduled Care at University Hospital Limerick Group

The HSE Support Team has been commissioned by the Chief Operations Officer in response to concerns articulated by the Minister for Health about overcrowding of the Emergency Department at the hospital. The overall approach of the Support Team and their work programme will form a part of the overall review of unscheduled care and will be addressed in the short term and 3 year unscheduled care plans being developed for the Minister. The HSE Support Team is cognisant of the work already underway with Deloitte in UHL regarding unscheduled care and flow in the hospital and the recent HIQA review at the hospital.

The HSE Support Team will seek to create appropriate space and time for the Deloitte team to undertake its work independently but will look for ways of aligning the respective work streams during the visit and follow up activities and actions.

The HSE Support Team will review the day to day functioning of UHL within a leadership, management, operational and clinical context to consider how improvements in UHL may be enabled in the short term. Critically, it will seek to identify what is required locally, regionally and nationally to support operational and clinical effectiveness on a sustained basis across UHL. Key drivers of the Review Process are the delivery of safe effective care for the population served by UHL and the close, integrated and patient centred collaboration with Community Operations in CHO Midwest (3).

The primary focus will be on determining a purposeful action plan aimed at delivering sustained improvements with a focus on quality patient care. However, The HSE Support Team we will also seek to harness and support what is working well as part of an overall improvement plan.

Key areas of focus will centre on the Five Fundamentals of Unscheduled Care Framework:

- Leadership, Culture and Governance
- Patient Flow Pre-Admission
- Patient Flow Post-Admission
- Integrated Community and Hospital Services
- Using Information to Measure and Monitor Performance Improvement
- Capacity and Capability

Duration

The duration of the team's engagement will be from Friday 13th May 2022 to Friday 10th June 2022. Following the visit on the 2nd and 3rd of June 2022, a draft report will be prepared, taking into consideration the Deloitte Report and the HIQA review report and will be shared with the key stakeholders at local, regional and national level. Buy in to specific actions at regional and national level will be required to enable full implementation of the actions. A series of follow up engagements with the local, regional and national stakeholders will be necessary to ensure that the Plan is agreed and a robust oversight framework is developed and executed.

- Timelines for completion of the Draft Plan- May 2022.
- Consultation process – May 2022.
- Establishment of Oversight Group- June 2022.

Governance

- The Team is appointed by the Chief Operations Officer.
- The HSE Support Team will be led by the National Director of Operational Performance and Integration and National Clinical Adviser Acute Operations and will include representation from, National Acute Operations, National Community Operations including Older Persons and Primary Care, Performance Monitoring and Improvement Unit (SDU).
- A summary report will be developed and signed off by The HSE Support Team Leads, the National Director Acute Operations and the National Director Community Operations with an action plan agreed at national, regional and local level.
- Oversight of implementation will be provided, on a weekly basis, on behalf of the Integrated Operations Senior Management Team by the Performance Monitoring and Improvement Unit.
- Monthly reports will be provided to the EMT and DoH regarding progress.

Team membership

- Joe Ryan, National Director of Operational Performance and Integration.
- Dr. Michael O'Connor, National Clinical Advisory Group Lead for Acute Operations.
- Eileen Ruddin, Interim Assistant National Director Unscheduled Care, Acute Operations.
- Sonya Cotter, Head of Special Delivery Unit/Assistant National Director.
- Sandra Broderick, Head of Older Persons Operations/Assistant National Director.
- Jaqueline McNulty, General Manager, Unscheduled Care Acute Operations.
- Project Management Support.