



Feidhmeannacht na Seirbhíse Sláinte  
Health Service Executive

## HSE Board Briefing

**Subject:** 2023 Planning Process

**Submitted for meeting on:** 24 June 2022 (Performance and Delivery Committee) and 29 June 2022 (Board)

**Name & title of author:** Dean Sullivan, Chief Strategy Officer

### Why is this information being brought to the Boards attention?

Performance and Delivery Committee members and thereafter the HSE Board are asked to consider and agree the proposed approach to the 2023 Estimates process (NSDs) to inform National Service Plan 2023.

### Is there an action by the Board required, if so please provide detail?

As outlined above the Performance and Delivery Committee members and thereafter the Board are asked to consider and agree the proposed approach to the 2023 Estimates process (NSDs).

### Brief summary of link to Board objectives

- The development and implementing of an effective Corporate Governance Framework, incorporating clinical governance and a performance management and accountability system; ☐
- Developing a plan for building public trust and confidence in the HSE and the wider health service; ☐
- Ensuring the HSE's full support for and implementation of the Government's programme of health reform as set out in the Sláintecare Implementation Strategy; ☐
- Exercising effective budgetary management, including improving the value achieved with existing resources and securing target saving, with the objective of delivering the National Service Plan within Budget. ☒

### Background

Preparation of the Estimates and development of the National Service Plan (NSP) within legislative timelines is a significant work programme for the HSE, requiring high levels of collaboration and engagement across the organisation and with key stakeholders. This paper outlines the proposed approach to the 2023 Estimates – New Service Developments (NSDs) process to efficiently and effectively manage and oversee the development, production and approval of the NSDs while aligning to Sláintecare and system strategic priorities. The proposed approach also aims to account for complexities presented by the pandemic and other evolving issues.

Given the lessons learned and insights gained over time, but especially during the recent pandemic, this first quarter of the current fiscal year presented an ideal opportunity to reflect on the current state and commitments and clarify 2023 aims in advance of the 2023 Estimates NSDs process commencing. To this end, greater proactive and intentional guidance can be provided at the outset towards the results.

It should be noted that the HSE Budget has grown from c. €14bn in 2019 to c. €20bn in 2022 (excluding COVID) with c. €2bn of that allocated to new developments. Given the significant investment and recruitment requirements for NSD commitments already made in 2022, the recruitment of additional staff (i.e. over and above these existing commitments) in many areas will be challenging in 2023. In addition, the impact of labour market constraints, especially related to specialist health care staff, and the roll-back of the Haddington Road

Agreement (HRA) will need consideration. Finally, funding for Ministerial priorities (which are not necessarily included in proposals submitted) will also consume a potentially significant proportion of any new funding allocated.

### **Proposed Principles for the Preparation of Estimates (New Service Developments) 2023**

Set out below are four proposed principles to streamline the 2023 Estimates NSDs process, ensuring efforts reflect current realities, are strategically aligned and are concentrated on high value, high impact areas:

1. Initiatives requiring additional Whole Time Equivalents (WTEs) should only be submitted in exceptional circumstances, noting that recruitment in 2023 will need to concentrate on 2022 overhang posts, HRA implications and replacement posts
2. Linked to the above, the feasibility of recruitment in specific staff categories, especially in specialty areas, must be considered
3. Requests for NSD funding should address how current resources such as equipment / technology / infrastructure are leveraged and optimised such that the case for additional resources to enable new and / or improved services can be justified
4. Learnings from COVID-19 should be considered and how these can be further developed as new and sustainable practices and / or innovations for ongoing support (and as relevant, how they may replace or substitute others for which resources can then be redeployed).

A fundamental premise underlying the above proposal is that teams should be encouraged to consider what will strengthen our ability as a system to continue delivering services in a sustainable, future-forward, and coordinated manner with optimal impact for our patients, their families and our staff. This may entail re-prioritisation, redeployment of resources and other changes that require once-off investments such as minor equipment and time-limited external support for change programmes. Furthermore, teams should be encouraged to interface with each other to develop joint approaches to their estimates and service planning, reinforcing a synergistic 'one team, one plan' culture.

### **Summary of Key Considerations for 2023**

- Ministerial priorities
- Significant post-pandemic government financial pressure arising from additional demands on available public finances, including the need to respond to the war in Ukraine and rising inflationary pressures impacting citizens and businesses
- Residual open posts from the 2022 planning process, requiring approximately 6,000+ new WTEs in 2023 for recruitment
- Impact of the roll-back of the HRA and lost service delivery hours
- Rate of turnover of staff (including staff leaving due to emigration etc.) which in 2022, will create a further demand for fresh recruitment in order to stand still
- Lack of guarantee of the retention of COVID-specific funding (e.g. €200m access to care fund)
- Extent to which COVID-19 pandemic responses need to remain in place or be scaled down across hospital and community services
- Requirement to maintain an appropriate level of Test and Trace, Vaccination and Personal Protective Equipment in 2023.

### **Key Points and Timescales**

- **16 August:** EMT considers draft Estimates (ELS and NSDs)
- **13 September:** EMT considers final consolidated Estimates
- **23 September:** Performance and Delivery Committee considers final consolidated Estimates
- **30 September:** Board considers final consolidated Estimates
- **End September:** Estimates 2023 submitted to DoH
- **Mid-October (date tbc):** Budget Day

### **Highlight any implications that the Board should be made aware of in its consideration**

Not applicable.

**Conclusion**

Not applicable.

**Recommendation**

It is recommended that the Performance and Delivery Committee members and thereafter the HSE Board agree to proceed on the proposed approach to preparation of the 2023 Estimates, New Service Developments (NSDs) to inform National Service Plan 2023.