



Feidhmeannacht na Seirbhíse Sláinte
Health Service Executive

HSE Board Briefing Template

Subject: Corporate Plan Objective 3 – Improve scheduled care to enable more timely access and reduce the number of people waiting for services – Scheduled Care Transformation Programme update

Submitted for meeting on: 29 June 2022

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Why is this information being brought to the Board's attention? For Information

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

The Board is asked to review and consider the attached update on the Scheduled Care Transformation Programme and the 2022 Waiting List Action Plan.

Please indicate which of the Board's objectives this relates to;

- 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. ☐

Brief summary of link to Board objectives.

The attached slides provide detail in relation to the 2022 Waiting List Action Plan, which is expected to deliver the 2022 NSP targets and the development of a Multi-annual plan linked to the Corporate Plan Objective 3 – Improve scheduled care to enable more timely access and reduce the number of people waiting for services.

Background - provide context in order to ensure that the Board fully understand the issue.

It is widely acknowledged that waiting lists have been a challenge for the Irish healthcare system for many years and require significant long-term reform. The Corporate Plan commits to delivering substantial reductions in waiting lists and waiting times, working towards achieving the Sláintecare maximum wait time targets by 2026.

In 2021, the continued impact of COVID-19 and the Cyber Attack on the delivery of scheduled care services inhibited significant progress toward the Sláintecare maximum wait time targets. However, foundational steps required to support longer-term reforms were progressed, including completing a waiting list Demand and Capacity analysis, which is being used to identify capacity gaps and ensure targeted investment. A concerted focus by the HSE, DoH and NTPF in the final quarter of 2021 against a short-term Action Plan (September – December) also delivered a slight reduction in OPD, IPDC and GI Scope waiting lists.

In 2022, a Waiting List Action Plan (WLAP) was jointly developed by the HSE, DoH and NTPF and published on 25 February. The 2022 WLAP is the first stage of a multi-annual reform programme and is supported by dedicated funding of €350m, including an additional €150m allocated to the NTPF and an additional €200m allocated to the HSE. A Waiting List Task Force, co-chaired by the CEO of the HSE and the Secretary-General of the Department, has been established to oversee the delivery of the WLAP and progress is reported monthly to the HSE Board through the Board Strategic Scorecard.

A key focus of the 2022 WLAP is to achieve the following Maximum Wait Time Targets as outlined in the NSP 2022, specifically:

- 98% of patients waiting for their first outpatient appointment to be seen within 18 months; 100% of patients to be seen within 36 months
- 98% of patients waiting for an inpatient or daycase procedure to be treated within 12 months; 100% of

patients to be treated within 24 months

- 100% of patients waiting for their first gastrointestinal scope (GI scope) to be treated within 12 months.

The WLAP includes 45 key actions and focuses primarily on the following key areas:

1. Delivering significant additional activity in 2022
2. Building recurrent capacity within the system to sustainably address recurrent capacity gaps.

Detailed plans have been developed to deliver additional activity in 2022, above and beyond core, and c. €44m in non-recurrent funding has been approved to date. A further €124m in recurrent funding has been proposed to progress sustainable solutions to address recurrent capacity gaps identified through the Demand and Capacity Analysis. A number of key reform initiatives are also being progressed in 2022, including patient-centred booking arrangements, patient-initiated reviews, a strategy for managing DNAs, implementation of the Health Performance Visualisation Platform and a strategic procurement framework.

A draft strawman for the Multi-Annual Waiting List Reduction Plan and a current overview of national waiting lists is also provided for the Board's consideration and review in the attached presentation.

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

Budget Considerations:

As noted above, €350m has been allocated in 2022 to the HSE and NTPF to reduce waiting lists and waiting times. Of this, €150m has been allocated to the NTPF and a further €200m has been allocated to deliver additional activity and progress reform initiatives.

The HSE, DoH and NTPF are working in an integrated manner to ensure this funding is utilised insofar as possible to deliver additional activity and support longer-term reform.

Achievement of NSP Targets:

The NSP 2022 and the WLAP set out Maximum Wait Time Targets for OPD, IPDC and GI Scopes. The following reductions have been achieved year-to-date:

- OPD: The number of people waiting over 18 months for an OPD appointment has reduced by 11% -YTD
- IPDC: The number of people waiting over 12 months for an IPDC procedure has reduced by 7% -YTD
- GI Scopes: The number of people waiting over 12 months for a GI Scope has reduced by 33% - YTD

Despite this reduction, the number of long waiters across all waiting list types remains behind target. Dedicated focus on improving the rate of chronological scheduling is required immediately to ensure progress towards the NSP 2022 Maximum Wait Time Targets

It is recognised that future COVID-19 surges may impact the delivery of the 2022 WLAP. For this reason there remains uncertainty in relation to (i) the number of people who will be added to active waiting lists following reduced referrals throughout the pandemic and (ii) the capacity within the public and private sectors.

Conclusion

The 2022 Waiting List Action Plan is the first stage of a comprehensive multi-annual reform programme to deliver meaningful and sustained reductions in waiting lists, building upon the foundations laid in 2021. A Multi-Annual Waiting List Action Plan is being jointly developed by the HSE, DoH and NTPF and will outline the expected year-on-year improvements in waiting lists and waiting times.

Recommendation

Board are asked to review and consider the attached update on the Scheduled Care Transformation Programme