



HSE Board Briefing Template

Subject: Capital & Estates Strategy and Implementation Plan

Submitted for meeting on: 8 November (EMT), 25 November 2022 (Board). (Strategy and Implementation Plan were reviewed by ARC on 13 October.)

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

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

For review and approval.

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

It is recommended that EMT, and the HSE Board consider and approve the HSE Capital and Estates Strategy attached at Annexe 1 and Implementation Plan attached at Annexe 2.

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; **X**
- 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 Capital & Estates Strategy is an essential enabler to providing the healthcare infrastructure to support current and future service needs, thus supporting the objectives of Sláintecare.

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

The HSE Capital and Estates Strategy 2022-2050 ("*the Strategy*") at Annexe 1 sets the direction for the future management, development, and investment of the healthcare estate in Ireland. It is a vital enabler to providing safe, high quality healthcare infrastructure to support current and future service needs. The Strategy also seeks to transform the estate by achieving net zero emissions no later than 2050. The draft Strategy document was developed following considerable engagement with key stakeholders including EMT members, national service leads, health regulators, patient representatives and the Department of Health. The Strategy was considered and endorsed by EMT in April 2022, and by ARC in May and September 2022. The ARC October meeting also considered and approved the Implementation Plan.

A period of implementation planning has also been undertaken in relation to the delivery of the Strategy. The Implementation Plan ("*the Plan*") Annexe 2 describes the required governance structures including a Steering Group chaired by the CSO and Project Management Office with responsibility for driving and co-ordinating the Programme's implementation. It details the Programme structure required including work-streams, their purpose, scope and deliverables, and the phased approach for delivery.

The Strategy's Implementation will be iterative, and the implementation approach will be continuously updated as work-streams are established, internal and external subject matter expertise is included, and detailed project plans are further developed.

The Programme of work to implement the Strategy, led by Capital and Estates, will be a multi-year programme that requires significant investment in terms of time and resources. Both the Strategy and Plan will be reviewed annually and updated on a 5-yearly basis to ensure continued alignment with HSE requirements.

Highlight any implications that the Board should be made aware of in its consideration such as;

The following issues have been highlighted in the Strategy as key success factors for implementation:

- Availability of revenue and capital resources – to be refined as the implementation process is progressed. Ultimately the scale and pace of progress with updating and renewal of the estate (and progress with the decarbonisation agenda) will be determined by the availability of resources, particularly the extent to which additional capital resources (over and above current levels) are made available by Government.
- Capacity and capability in the Irish Supply Chain to deliver the scale of the programme required.
- Pressures of delivering business as usual and continuation of existing services.
- Procurement requirements and ability to demonstrate best value for sustainability/climate-based outcomes that are desired.
- Availability of necessary staffing resource with necessary skills to participate in the programmes of work.
- Integrated working with internal and external stakeholders including other government sectors.
- Willingness of stakeholders to support the new approach outlined in the Strategy.

Conclusion

The Strategy sets the direction for the future development and management of Healthcare estate. The associated Implementation Plan sets out the key details for the successful implementation of the Strategy, allowing the HSE Capital and Estates team to establish the Programme and progress to implementation as soon as possible.

Recommendation

It is recommended that EMT and the HSE Board approve the proposal outlined above.