

HSE Board Briefing Template

Subject: Elective Care Centres at Cork and Galway
Submitted for meeting on: EMT 11 October 2022; ARC 13 October 2022; Board 26 October 2022.
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Why is this information being brought to the Board's attention? To provide an update in relation to the establishment of the Elective Care Centres, and to secure EMT, ARC and Board input to and endorsement of the Project Preliminary Business Cases for Cork and Galway.
Is there an action by the Board required, if so please provide detail? EMT and Board members are asked: (i) to note progress to date in relation to the establishment of the Elective Care Centres, (ii) to provide input to and endorsement of the Project-Specific Preliminary Business Cases for Cork and Galway (Annexes 1 and 2); and (iii) to note proposed next steps.
Please indicate which of the Board's objectives this relates to; <ul style="list-style-type: none">▪ The development and implementing of an effective Corporate Governance Framework, incorporating clinical governance and a performance management and accountability system; <input type="checkbox"/>▪ Developing a plan for building public trust and confidence in the HSE and the wider health service; <input type="checkbox"/>▪ 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; <input checked="" type="checkbox"/>▪ 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. <input type="checkbox"/>
Brief summary of link to Board objectives. Linked to the Corporate Plan Objective 3 - Improve scheduled care to enable more timely access and reduce the number of people waiting for services. The objective and the actions we are taking forward to transform services are fully aligned with Sláintecare and the Programme for Government.
Background - provide context in order to ensure that the Board fully understand the issue. The development of dedicated Elective Care Centres was identified as a priority in the Sláintecare Report (2017). The Sláintecare Implementation Strategy (2018) states that a national approach will be taken to the development and construction of separate ambulatory elective facilities, appropriately sited in Dublin, Cork and Galway, where volumes are sufficient to merit them. Additionally, capital investment for dedicated ambulatory elective-only facilities is indicated as part of the National Development Plan 2018 – 2027.
- Progress to Date As EMT, ARC and Board members are aware, the Minister announced in December 2021 the Government's approval of the Sláintecare National Elective Ambulatory Care Strategy for the development of Elective Care Centres. The Government agreed that the Elective care scope of services will be developed in two phases, commencing with day cases, diagnostics, and outpatients and then followed by consideration of in-patient treatment demand needs. The Elective Care Centres will be designed to support the provision of additional capacity to respond to current and future service needs and the evolving landscape of healthcare policy and practice.
- Next steps planned to submit Preliminary Business Cases (Programme and Two Projects Cork and Galway) for Gate 1 "Approval in Principle" decision In line with the Public Spending Code, individual project-specific Preliminary Business Cases for Cork and Galway (Annexes 1 and 1) have now been completed in draft by DoH working with the HSE. These Preliminary Business Cases reflect input following an independent assessment as part of the Public Spending Code process and subject

to EMT, ARC and Board consideration – are to be submitted to the DPER Major Projects Advisory Group (MPAG) in the coming weeks for Gaste 1 “Approval in Principle” decision (Public Spending Code Decision Gate 1).

Subject to approval by MPAG, a Memo to Government will be submitted that will seek approval (1) of the overall investment required for the establishment and operation of dedicated ECCs in Cork and Galway and (2) investment approval to proceed at the proposed sites for Cork and Galway.

Below summaries the Preliminary Business Cases for Cork and Galway:

- **Cork Elective Care Centre PBC**

The purpose of this initial Project PBC for Cork is to identify both the preferred:

- approach to the development of the ECC to be located in Cork; and
- site for this development within the Cork geographical region.

Two separate evaluation exercises were conducted to identify the preferred option on each issue. The preferred options emerging for the Cork ECC were:

- Build – the ECC should be a new build facility, designed specifically to meet the identified operational and volume requirements. It is likely that there will be many common elements shared nationally within the design of the new build ECCs in Cork, Dublin and Galway.
- St. Stephen’s Hospital at the Sarsfield site – the preferred site for this new build ECC is at St. Stephen’s hospital in Cork.

The initial estimate of the capital cost for the Elective Centre in Cork is ██████ including VAT.

In this first phase of the development of enhanced elective care capabilities the ECC in Cork will have a focus on surgery/ treatments which do not require an overnight stay, including:

- Day Case Surgery (DC)
- Minor Operations (MO)
- GI Endoscopy (EN)
- Outpatient Treatment (OT)
- Outpatient Diagnostics (OD)
- Research & Teaching

ECC services in this first phase will include triage, outpatient activity and pre-operative assessments. It is currently envisaged that later phases will include stay patients. Estimated additional capacity to be provided by the ECC in Cork in terms of procedures, treatments and diagnostics (per annum) is set out below:

	Annual capacity provision
Day Case Surgery	18,300
Endoscopy	21,300
Minor Operation	25,800
Outpatient Diagnostic	24,300
Outpatient Treatment	51,900
Outpatient Consultation	38,400
Total	180,000

The Gross Internal Area (GIA) of the proposed Cork ECC facility is 27,022m² of which 18,522 m² is allocated to the key components set out below:

Spatial Component	Cork	
	Rooms	Area (m ²)
Operating Theatres	9.0	4,500

GI Endoscopy Suites	7.0	2,100
Minor Ops	9.0	900
Outpatient Diagnostics	6.0	450
Out-patient Treatments	10.0	750
OP Consult Rooms	16.0	1,200
Pre-op Rooms	4.0	300
Imaging Hub Area		300
Support Area		2,730
Plant & Comms		5,292
Total		18,522

Initial estimate of future staffing requirement in Cork is as follows:

	Staff
Clinical	300
Operations	33
Overall	333

This initial estimate excludes external staff contracted to support, amongst other things, facilities management and building maintenance.

- **Galway Elective Care Centre**

The purpose of this initial Project PBC for Galway is to identify both the preferred:

- approach to the development of the ECC to be located in Galway; and
- site for this development within the Galway geographical region.

Two separate evaluation exercises were conducted to identify the preferred option in each area. The preferred options emerging for the Galway ECC were:

- **Build** – the ECC should be a new build facility, designed specifically to meet the identified operational and volume requirements. It is likely that there will be many common elements shared nationally within the design of the new build ECCs in Cork, Dublin and Galway.
- **Merlin Park Site** – the preferred site for this new build ECC is at Merlin Park, Galway.

The initial estimate of the capital cost for the Elective Care Centre in Galway is ██████ including VAT.

As with the proposed centre for Cork, in this first phase of development of enhanced elective care capabilities, the ECC in Galway will have a focus on surgery / treatments which do not require an overnight stay, including:

- Day Case Surgery (DC)
- Minor Operations (MO)
- GI Endoscopy (EN)
- Outpatient Treatment (OT)
- Outpatient Diagnostics (OD)
- Research & Teaching

Again in line with Cork, the Galway ECC services in this first phase will include triage, outpatient activity and pre-operative assessments. It is currently envisaged that later phases will include stay patients. Estimated additional capacity to be provided by the ECC in Galway in terms of procedures, treatments and diagnostics (per annum) is set out below:

	Annual capacity provision
Day Case Surgery	16,200
Endoscopy	21,300
Minor Operation	25,800
Outpatient Diagnostic	24,300
Outpatient Treatment	51,900
Outpatient Consultation	36,000
Total	175,500

The Gross Internal Area (GIA) of the proposed Galway ECC facility is 22,360m² which, with an estimated 17,375m² allocated to the key components set out below:

<i>Spatial Component</i>	Galway	
	Rooms	Area (m ²)
Operating Theatres	8.0	4,000
GI Endoscopy Suites	7.0	2,100
Minor Ops	9.0	900
Outpatient Diagnostics	6.0	450
Out-patient Treatments	10.0	750
OP Consult Rooms	15.0	1,125
Pre-op Rooms	3.0	225
Imaging Hub Area		300
Support Area		2,561
Plant & Comms		4,964
Total		17,375

Initial estimate of future staffing requirement in Galway is as follows:

	Staff
Clinical	284
Operations	36
Overall	320

- **Dublin Elective Care Centre**

Dublin is one of the nominated locations for a new Elective Care Centre, and while either one or two sites present a viable way forward here, the working hypothesis is that the optimum solution is the establishment of two ECCs in Dublin. However, this hypothesis needs to be explored further and validated, and it will be for the Dublin Project PBC to determine the optimum solution for the ECC configuration in Dublin. The Department of Health and the HSE are currently working on the PBC for Dublin.

- **Next steps planned to submit Preliminary Business Cases (Programme and Two Projects Cork and Galway) for Gate 2 "Pre-tender Approval" decision**

Once Approval in Principle (Public Spending Code Decision Gate 1) has been received, the next step in this process is to secure pre-tender approval of the final business cases (Public Spending Code Decision Gate 2). To achieve this, the HSE will complete a detailed project brief and procurement strategy by Q1 /early Q2 2023 with the following outputs:

- Confirmation of scope
- Confirmation of underpinning assumptions
- Assessment of risks and development of Risk Management Strategy
- Development of detailed Delivery Programme
- Clear articulation of all design requirements and restrictions
- Reassessment of costs
- Procurement Strategy
- Project execution planning

During July and August 2022, the HSE carried out a planning exercise to ascertain what work would be needed to get to Decision Gate 2 that included the preparation of a detailed guide and step by step project plan/roadmap to guide the programme. The key elements of the plan include: the development of a Detailed Project Brief, a Procurement Strategy, the Pre-Tender Business Case, governance arrangements, communications and engagement, and the project management approach.

Clinical governance will be defined in this next phase and will be aligned to RHA structures.

Programme resources have been sought through the NSP 2023 estimates process, work has commenced to establish the team using existing resources supported by external contractors. The team will lead on the development of the project briefs, procurement strategy, and detailed business case for Cork and Galway by Q1 / early Q2 2023 for pre-tender approval. The project briefs, procurement strategy and the final business case for each location will be brought to the Board for approval.

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

Conclusion

Activities to date demonstrate significant momentum towards the delivery of Elective Care Centres including progress through the Public Spending Code process. However, there is a considerable amount of work to do to prepare for the next Decision Gate 2 and to meet the timeline as set out. There is a recognition that the delivery of the Elective Care Centres will have considerable benefits for patients and to the wider health system.

Work on the preliminary project business cases and external assurance reviews have been completed for the Cork and Galway sites. For the Dublin option, work is continuing on the preliminary business case. The Department of Health are working, with input from the HSE, to evaluate site options and to select the most appropriate location. The focus is on using existing property to meet the elective care centre needs. Once suitable locations have been evaluated, a preliminary business case will be developed for Dublin and this will then be subject to an external assurance review.

Recommendation

To note the position, to provide input to and endorsement of the Project Specific Preliminary Business Cases for Cork and Galway (Annexes 1 and 2) and to note the proposed next steps.