



Subject/Title	IFMS – Enabling a High Performing Organisation; Better financial reporting to support quality and value
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Purpose	Discussion

Recommendation to HSE Board

For discussion and information.

Statement of Strategic Objective for the HSE

The **HSE Corporate Plan (2021-2024)** includes a number of references to the need for the HSE to make the best use of the resources available to it. IFMS (Integrated Financial Management System) is the national project, which is delivering a single national finance and procurement system for the publicly funded health and social care service.

The Current Status Update

Our current financial reporting does not optimally enable, nor is it sufficiently focused on, prompting decisions and actions. Various issues significantly hamper the capacity of our dedicated financial staff to support high quality planning for, and performance management of, our health and social services. Despite some important progress, including in relation to weekly COVID flash reporting, forecasting and cash / working capital reporting, over the 2-3 years since it was written, this assessment of financial reporting within the health service remains largely valid today, and will do until IFMS is implemented.

• The Key issues arising

1. **Scale and complexity of necessary change**
2. **Voluntary Organisation Adoption**
3. **Dependencies on other systems**

Investment in the wider Health System Finance Organisation

The Assurance Process for the Board

Deployment of IFMS in HSE, S.38 and larger S.39 organisations is a key enabler of Sláintecare, is mandated by the Finance Reform Board (Governing body involving HSE (CEO), DOH (Sec Gen) and DPER), and has been expressed as a Ministerial Priority in the HSE National Service Plan(s). The shared services model underpinning IFMS is consistent with the Government mandate to expand and accelerate shared services in the Irish Public Service.



I have created a Financial Management Framework document and this is intended to be in alignment with, rather than a substitute for, all of the material in the Finance Reform Programme (FRP of which IFMS is a core element) Business Case or other foundational documents. Please refer to the attached report for further details.

The Key Performance Indicators (KPIs)/targets

Please refer to the attached report where I have outlined 12 KPIs/target.

The Implications for Other Strategic Priorities / Service Plan

The success of the programme requires continued engagement with the voluntary sector and also public support at DOH, Ministerial and where necessary Government level for the mandate of IFMS, to include the requirement for its adoption by all organisations within scope, including the voluntary sector. IFMS will be a major enabler of the changes outlined above in the attached report. Please refer to the attached report for further details.

The Approach to Stakeholder Management

The IFMS approach up to now has involved significant work to identify and then engage with stakeholders. A network of 350-400 RPOs and LPOs have been invited to the series of workshops that have been a core part of the key stages of the project. As we now move towards the first implementations in the middle of 2023, plans are being finalised to further enhance the change management effort including stakeholder engagement and communications. Please refer to the attached report for further details.