



# HSE COMMUNITY HEALTHCARE

Dublin South, Kildare & West Wicklow

## Healthy Ireland Implementation Plan 2018-2022







## Healthy Ireland Framework Goals

- To increase the proportion of Irish people who are healthy at all stages of life,
- To reduce health inequalities,
- To protect the public from threats to health and wellbeing
- To create an environment where every sector of society can play its part.



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# Foreword from National Directors



The Department of Health led cross-governmental *Healthy Ireland Framework* is our national strategy for improved health and wellbeing. *Healthy Ireland* brings together people and organisations from across the country to address the social, economic and environmental factors that contribute to poor physical and mental health and to address health inequalities. *Healthy Ireland* reflects our shared commitment in the health sector, and more widely, to support people to be as healthy and well as they can.

The Department of Health's *Slaintecare Implementation Plan 2018* is seeking to embed the principles of *Healthy Ireland* in the design of all models of care so that they permeate interactions between the health services and the public. It recognises the key leadership role the health system needs to continue to play in driving this whole-system shift towards a culture that places greater emphasis and value on prevention and keeping people well, and that over time will realise the vision of *Healthy Ireland*.

To deliver on this commitment within the health service the HSE published its *Healthy Ireland in the Health Services National Implementation Plan*. The Plan identified three strategic priorities - Systems Reform, Reducing the Burden of Chronic Disease and Staff Health and Wellbeing. We are delighted that this *HSE Community Healthcare Dublin South, Kildare and West Wicklow Ireland Implementation Plan* has translated these priority areas, into concrete, tangible actions for delivery at local level that can make a real lasting difference for their population.

This plan sets out 132 high level actions for implementation in CHO Dublin South, Kildare and West Wicklow. These actions will be delivered through a partnership approach. The Plan is future focused, and actions are designed to try to meet the challenge we face in terms of unsustainable healthcare costs driven by increasing incidence of chronic disease. Our services and our healthcare teams have enormous potential to influence the health and wellbeing of the people for whom we provide care and support. Working hand in hand with their Hospital Groups this plan is showing the commitment of the management and staff in Community Healthcare Dublin South, Kildare and West Wicklow to be agents for change in making major systemic and cultural shifts in how healthcare providers do their business. With its focus on prevention, on providing care closer to home, supporting people to better self-manage their illnesses, this plan is the roadmap to improving population health outcomes for the population of over 690,000 living in this area. In addition it recognises the importance of the role of HSE staff working in this area for its successful implementation and identifies 12 action areas for the continued improvement of the health and wellbeing of their staff.

We would like to take this opportunity to commend Community Healthcare Dublin South, Kildare and West Wicklow, the CHO Management Team, in particular Ann O'Shea, Chief Officer, Brena Dempsey, Head of Health and Wellbeing, and all their staff, on the development of this Plan. We would also like to acknowledge the staff co-ordinating and supporting this work locally and nationally, particularly Sarah McCormack, HSE National HI Lead, whose work in supporting the planning process and in forging positive working relationships at national and local level strengthens our capability for implementation.

We wish Community Healthcare Dublin South, Kildare and West Wicklow and their partners every success with the implementation of this *Healthy Ireland* plan.

**Dr Stephanie O'Keeffe**  
National Director,  
Strategic Planning and Transformation,  
Health Service Executive

**Mr David Walsh**  
A/National Director,  
Community Operations,  
Health Service Executive

# Foreword from Chief Officer, Community Healthcare Dublin South, Kildare & West Wicklow



In addition to managing illness the Irish Health Service needs to facilitate people to manage their health. In this context the Healthy Ireland (HI) Framework was adopted by the Irish Government in 2013. This was in response to Ireland's changing health and wellbeing profile.

Frans van Hoeten believes: "Healthcare has to be delivered as an integrated service across the entire continuum of care. This runs from healthy living and prevention to diagnosis and treatment and recovery and home care". This framework is firmly under the important elements of healthy living and prevention. In addition to these elements being desirable

and enhancing health it is not sustainable to continue to focus on treatment, this framework puts the spotlight on prevention.

It outlines clear routes and strategies to achieve the four central goals for health and wellbeing for the population in Ireland. The four central goals are to increase the proportion of Irish people who are healthy at all stages of life, to reduce health inequalities, to protect the public from threats to health and wellbeing and to create an environment where every sector of society can play its part.

With a population of 697,644 in this Community Healthcare Organisation and a staff of 6,271 (Whole Time Equivalents), our Healthy Ireland Implementation Plan aims to address the social, economic and environmental factors that contribute to poor physical and mental health. We will do this by focusing on the three strategic priorities Health Service Reform, reduce the burden of chronic disease and improve staff health & wellbeing. These priorities were identified in the 2015 – 2017 Healthy Ireland in the Health Services National Implementation Plan. A focus on prevention, early detection and self-management to improve the health and wellbeing of service users and all our staff is a priority for us all. Actions and targets outlined in our Healthy Ireland Implementation Plan provide a roadmap to the areas we need to address. In addressing these areas we will create an opportunity to make a difference to the health and wellbeing of our staff and population into the future.

A number of Healthy Ireland initiatives are already underway across our CHO. I encourage all staff to work towards implementing the actions in the 2018 – 2022 Healthy Ireland Implementation Plan and to work towards empowering ourselves, our staff and our service users to become more proactive about health and wellbeing. This requires collective efforts of the health services, department of health and working with partners across Governments, local authorities, the community, voluntary sector and others.

Community Healthcare Dublin South Kildare & West Wicklow has already created strong partnerships with many organisations in our area including Wicklow County Council, Dublin City Council, Kildare County Council and South Dublin County Council and this will enable us to meet the challenge of implementing the priority actions detailed in this plan.

I would like to thank Brena Dempsey, Head of Health and Wellbeing and our CHO Steering Committee for the work in developing this Healthy Ireland Implementation Plan for this CHO. Our CHO Management Team fully support the implementation of this plan for the overall vision to improve the health and wellbeing of our population and staff. It takes vision, energy, commitment and leadership to turn actions into demonstrable change and I believe working together across the CHO we will make this plan a reality.

**Ms. Ann O'Shea**

Chief Officer, Community Healthcare  
Dublin South, Kildare & West Wicklow



# Foreword from Head of Service for Health & Wellbeing, Community Healthcare Dublin South, Kildare & West Wicklow



In my role as Head of Service, Health & Wellbeing in Community Healthcare, Dublin South, Kildare & West Wicklow (CHO 7), I am delighted to be Executive Lead for the CHO Healthy Ireland Plan.

This CHO Healthy Ireland Implementation plan has been developed to support the Health Services three strategic priorities: 1) Health Service Reform, 2) Reduce the Burden of Chronic Disease and 3) Improve staff Health & Wellbeing. Our vision is to support everyone to enjoy physical and mental health and wellbeing to their full potential.

Health and Wellbeing should be valued and supported at every level of society, and is everyone's responsibility. It is an exciting challenge and a road map to improve and reform the Health and Wellbeing of our population. The delivery of the actions outlined involves integrated working with every part of the health services and our partners. The collaborative working with LCDC (Local County Development Committee), CYPSC (Children & Young People's Services Committee) and voluntary organisations, will encompass the breadth and complexity of work to be packaged to support both national and local implementation.

I would like to thank Ann O'Shea, Chief Officer for her continued support and commitment to the Healthy Ireland agenda for staff and clients within the CHO. I would also like to thank Dr. Stephanie O'Keefe, National Director, Strategic Planning & Transformation Division and her team for direction, guidance and signposting to the National Strategies while building our plan.

I would like to give a very special thank you to our Steering Group and my colleagues. They have worked tirelessly to ensure actions outlined would encompass views from our staff and Managers. This document is a working guide which has brought together the views of staff and the HI National Strategies to drive the HI Agenda within this CHO for the next five years. I look forward to continuing to work across the CHO to improve the Health & Wellbeing of our population and to strive to help staff to improve their health and wellbeing throughout the journey.

## **Ms. Brena Dempsey**

Head of Service for Health & Wellbeing, Community Healthcare  
Dublin South, Kildare & West Wicklow





# OVERVIEW OF HEALTHY IRELAND

Community Healthcare Dublin South,  
Kildare & West Wicklow

# Overview of Healthy Ireland

## HEALTHY IRELAND - A FRAMEWORK FOR IMPROVED HEALTH AND WELLBEING 2013-2025

The Healthy Ireland Framework was published in 2013 to address Ireland's changing health and wellbeing profile. While life expectancy had increased and mortality from a range of diseases had fallen significantly, there continued to be many trends leading Ireland towards an unhealthy and costly future.

### THE VISION IS:

**“ A healthy population is a major asset for society and improving the health and wellbeing of the nation is a priority for Government. Healthy Ireland is a collective response to the risks that threaten Ireland's future health and wellbeing. ”**

The *Framework for Improved Health and Wellbeing 2013 - 2025 (Healthy Ireland)* takes a whole-of-Government and whole-of-society approach to improving the health and wellbeing and quality of people's lives. The publication of this framework lays the foundations to improve the health and wellbeing of our nation over the coming generation. Based on international evidence, it outlines a new commitment to public health with a considerable emphasis on prevention, while at the same time advocating for stronger health systems. It aims to create an Irish society where everyone can enjoy positive physical and mental health, and where wellbeing is valued and supported at every level of society.

The Framework has created the conditions and a governance structure at the highest level of government to facilitate cross-sectoral and cross-governmental actions to improve health and wellbeing status. In addition, one of the key recommendations of the Slaintecare Report 2017 is to expand health and wellbeing by doubling the health and wellbeing budget over the next ten years.





# Healthy Ireland in the Health Service

## HEALTHY IRELAND IN THE HEALTH SERVICES IMPLEMENTATION PLAN 2018 - 2022

In response to the publication of the Healthy Ireland Framework the HSE developed the Healthy Ireland in the Health Services National Implementation Plan 2015-2017. This plan acknowledges that health and wellbeing is shaped by many things such as our family, our home, education and work, our community in addition to biological, social, environmental and economic factors.

The Healthy Ireland Implementation Plan sets out how the HSE is implementing the Healthy Ireland framework within the health services in Ireland. The Healthy Ireland Implementation Plan places a significant emphasis and dependency on partnership and collaboration across the health services and externally with other sectors including inter-alia, other governmental organisations, the community and voluntary sector, academia, local authorities, the private sector and philanthropic organisations.

The Healthy Ireland in the Health Services Implementation Plan has three strategic priorities

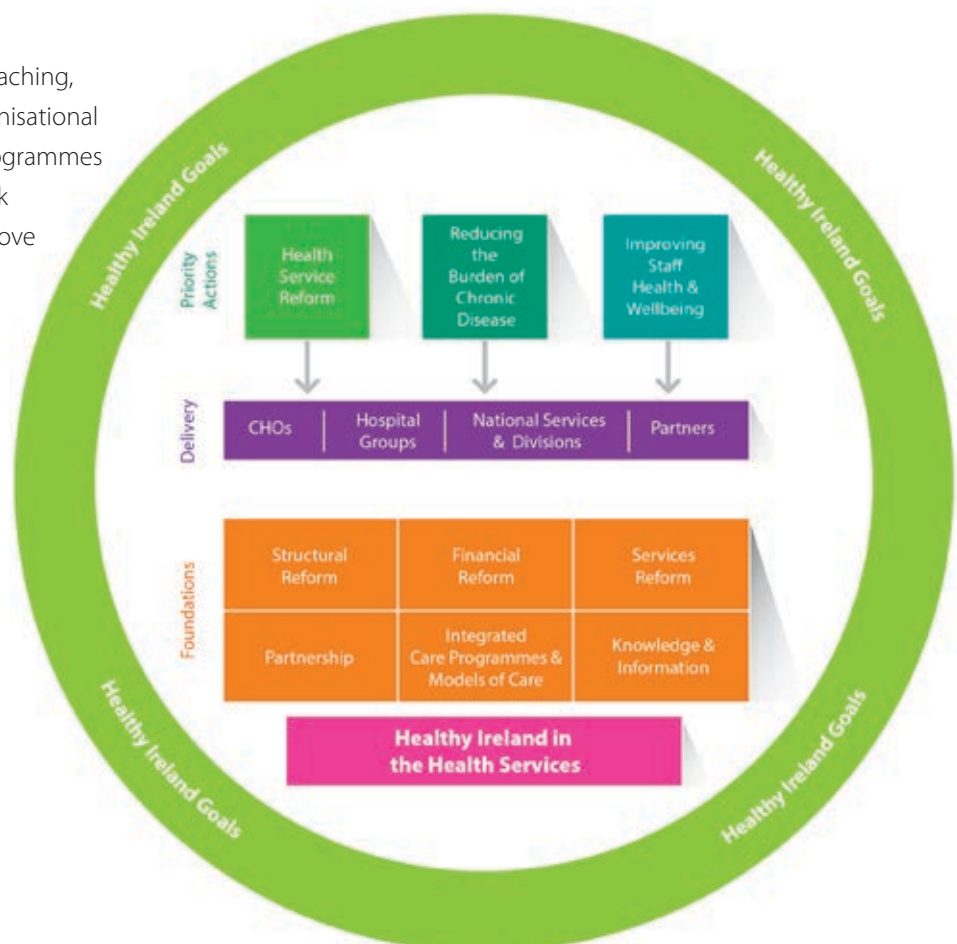
**Health Service  
REFORM**

**REDUCING  
the burden  
of Chronic Disease**

**IMPROVING  
staff health  
and wellbeing**

Actions within the plan are far reaching, incorporating systemic and organisational changes as well as a range of programmes to address modifiable lifestyle risk factors and programmes to improve staff health and well-being.

The Plan is designed to provide clear direction for large-scale health service actions that can be taken at national and/or local level, to make the most of the size and influence of the HSE's services, funding, knowledge base, expertise and partnerships.



# Strategic Priorities

## for Dublin South, Kildare & West Wicklow

### IMPLEMENTATION PLAN, COMMUNITY HEALTHCARE DUBLIN SOUTH, KILDARE AND WEST WICKLOW



HSE



Dublin South, Kildare &amp; West Wicklow

## STRATEGIC PRIORITIES

Community Healthcare Dublin South, Kildare and West Wicklow will focus on Healthy Ireland three strategic priority areas, reducing the burden of chronic disease, health service reform and improving staff health and wellbeing.

The HSE is facing an unsustainable horizon for future health service delivery and for populations wellbeing driven by lifestyle changes, chronic disease patterns and ageing population trends. These challenges represent the greatest risk to the sustainability of our health and social care services into the future.

### 1. Chronic Disease Prevention and Management

An overwhelming body of evidence has established that almost 35% of cancer deaths and cases of cancer, and almost 65% of cardiovascular disease deaths and cases, are attributable to a number of known and preventable risk factors - smoking, high blood pressure, obesity, high cholesterol, alcohol, physical inactivity and poor diet.

The National Healthy Ireland Implementation Plan 2015-2017 has reducing the Burden of Chronic Disease as one of its three strategic priority areas. Chronic or non-communicable diseases are illnesses that affect people over a long period of time and cause a burden of illness, pain, disability and premature death to those who experience them and to their families. Chronic diseases include diabetes, cancer, heart and lung diseases.



Chronic diseases are predicted to increase by up to 40% by 2020. Despite this threat to Community Healthcare Dublin South, Kildare and West Wicklow's population, health evidence shows that by changing lifestyle behaviours we can change these projected stark trends for chronic diseases, which will yield substantial benefits for individuals and for wider society now and into the future. Community Healthcare Dublin South, Kildare and West Wicklow will do this through utilising programmes such as Making Every Contact Count and building capacity for self-care and self-management of chronic diseases.

## 2. Health Services Reform

Significant change has taken place to reorganise health service delivery to better suit the needs of our population, to improve access and the quality of services delivered.

The establishment of CHO's brought management and decision-making closer to service users within our population.

## 3. Our Workforce - improving their health and wellbeing

The Healthy Ireland Implementation Plan recognises the role that staff can play in being positive role models and champions for the promotion of the HSE's Health & Wellbeing messages not just within the working environments but also in their homes etc.



### Healthy Ireland Policy Trends

The Healthy Ireland Framework was created because the health and wellbeing of our country is changing, and there are many trends that are leading us toward an unhealthy and extremely costly future.



#### PEOPLE WITH CHRONIC DISEASE

**49%**   
of Irish people over 50 have one chronic disease

**18%**   
of Irish people over 50 have more than one chronic disease

#### MAJOR CHRONIC DISEASES



The major chronic diseases; diabetes, cardiovascular and respiratory disease will increase by  
**20% - 30%**  
in the next five years

#### IN IRELAND, CHRONIC DISEASE ACCOUNTS FOR...

**76%**   
of deaths

**80%**   
of GP consultations

**40%**   
of admissions

**55%**  
of hospital expenditure



**75%**   
of bed days



## Key Areas of Focus

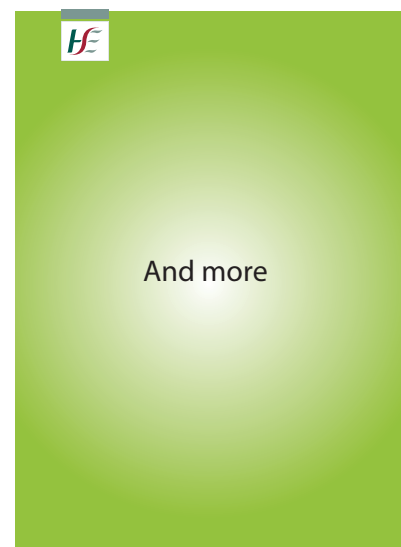
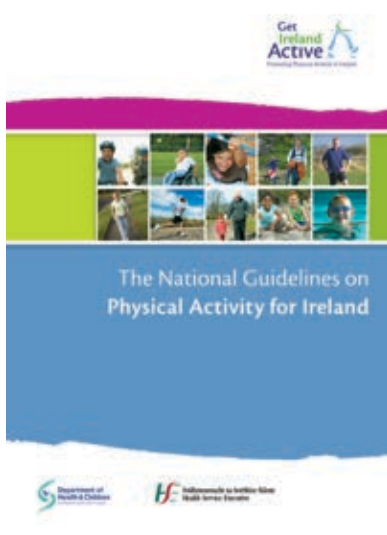
The development of a suite of national actions for each National Policy Priority Programmes was shared with Community Healthcare Dublin South, Kildare & West Wicklow to help guide and shape the development of our Healthy Ireland Implementation Plan. This was to ensure a clear line of sight from government strategy across each policy priority programme to HSE implementation nationally to local implementation via Community Healthcare Dublin South, Kildare & West Wicklow.

A suite of actions were aligned to each of these three strategic priorities, 1. Chronic Disease Prevention and Management, 2. Health Services Reform and 3. Our Workforce – improving their health and wellbeing. They incorporate organisational changes as well as a range of programmes to address modifiable lifestyle risk factors and a programme to improve staff health and wellbeing. The delivery on many of the actions within this plan will be supported and supplemented by the roll out of other national programmes and HSE lead policies including 'Self-Management of Chronic Diseases' and the HSE People Strategy.

Actions covered a range of areas such as healthy eating and active living, tobacco, mental health and well-being, making every contact count, staff health and well-being, positive ageing and sexual health. These are all key areas of focus for Community Healthcare Dublin, Kildare & West Wicklow.



## Implementing National Strategies to support the Healthy Ireland Plan



Links to access each strategy have been included in the appendix of this plan.

# Population Profile

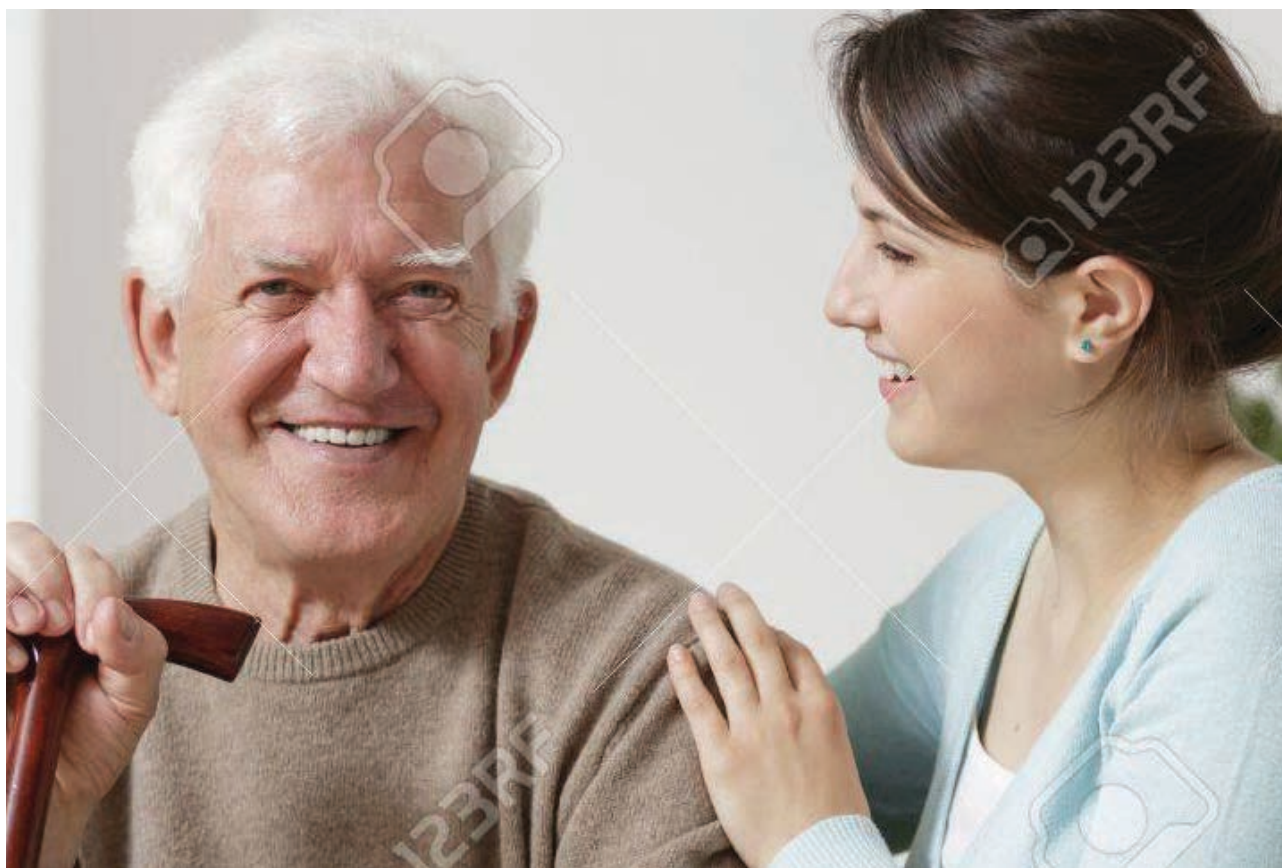
## Introduction

This profile provides a brief overview of the health of the population living within Community Healthcare Dublin South, Kildare & West Wicklow. It identifies key issues and challenges within this CHO. Community Healthcare Dublin South, Kildare & West Wicklow has the largest population of all the HSE CHOs and is a mixture of urban and rural populations.

The demand for health services is highly influenced by demographic and population changes. While birth rates are decreasing, nationally the child population (aged 0 to 17 years) represents 25% of our total population, approximately 7% more than the EU average. In Community Healthcare Dublin South, Kildare & West Wicklow the percentage of population under 25 years of age is now at 33.6%.

The population is also ageing. The number of people aged 65 years and over has increased from 11% in 2011 to 13% in 2016. Each year, the population aged 65 years and over increases by almost 20,000 people, and by over 2,500 for those aged 85 years and over.

The increases in Community Healthcare Dublin South, Kildare & West Wicklow since the previous census are significant. The number of people in the 65-69 age cohort has increased by 33.8%, while the age group 70-74 has also increased by 27%. Approximately 65% of people aged 65 years and over currently have two or more chronic medical conditions and the prevalence of age related disease continues to show signs of increase. The increasing demand for expanded primary care services and improved access to services reflects these changes in population and demographic patterns.





## Population Profile

According to the latest CSO Census 2016 the population of Community Healthcare Dublin South, Kildare & West Wicklow is 697,644. This represents an increase of 33,175 people, which is a 5% increase since the 2011 census. During this time the population of Ireland has increased by 3.8%.

The greatest increases in population numbers between 2011 and 2016 were seen in older age groups, particularly in those aged 65-69 years; where there was an increase of 6,957 to 27,520 which is a 33.8% increase in persons of this age. In addition the number of people aged over 85 increased by 1,202 to 7,169, a 20% increase. The largest decreases were seen in the 25-29 year old age groups which fell by 10,224 to 53,039 which is a decrease of 16.2%. There was also a decrease in the 0-4 age group which fell by 3,150 to 49,842 which is a decrease of 5.9%.

These trends are overall in keeping with national population trends. The population of Community Healthcare Dublin South, Kildare & West Wicklow is ageing and a decline in younger age cohorts is evident. This is relevant for future health service planning in terms of the increasing care needs of an ageing population and the decline in the working age cohort needed to provide these services. The table opposite outlines the demographic trends in Community Healthcare Dublin South Kildare & West Wicklow and nationally.

**Demographic Trends Community Healthcare Dublin South, Kildare & West Wicklow & Nationally**

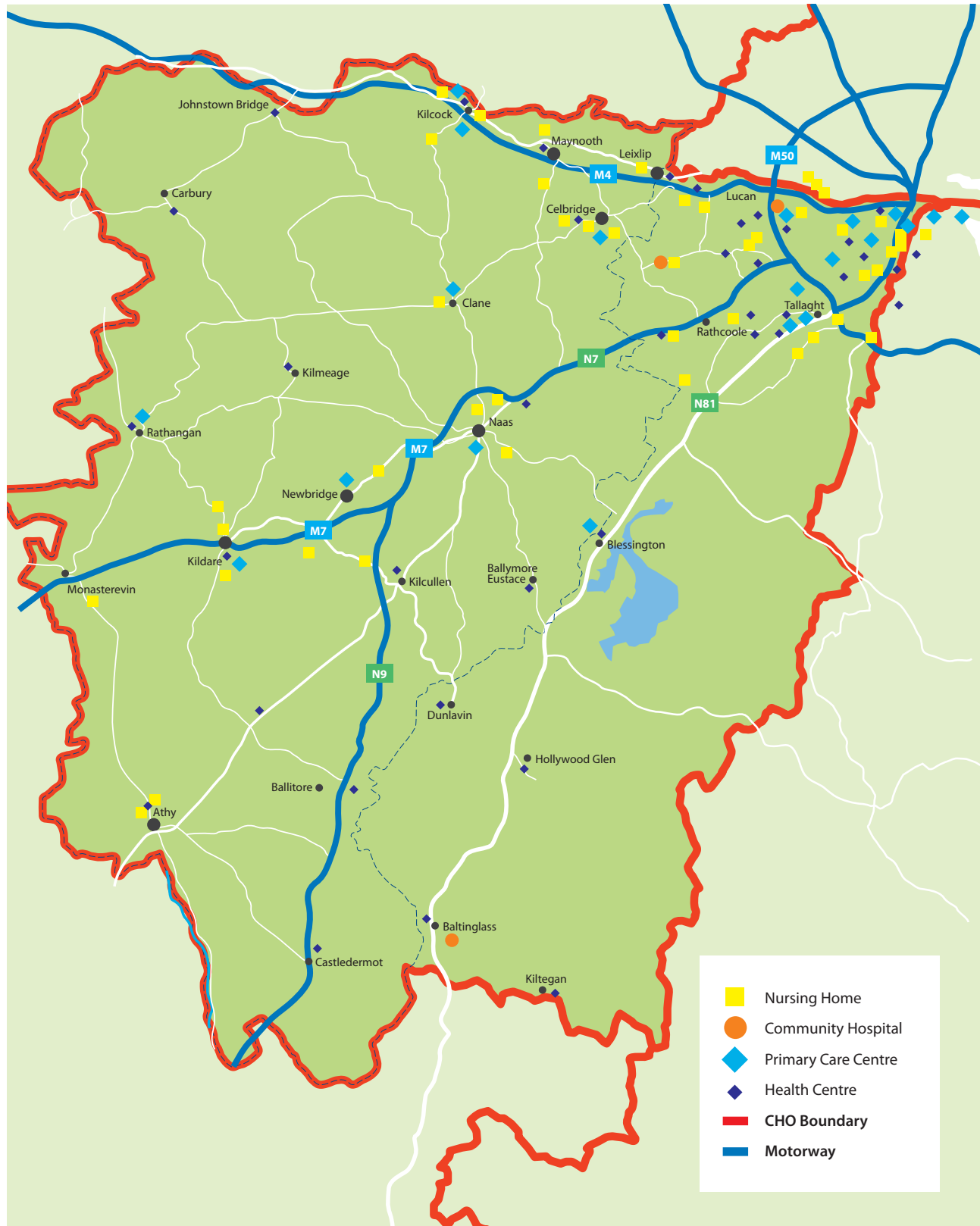
Age Group	Population of Dublin South, Kildare & West Wicklow n (%)	Population of Ireland n (%)
0-4	49,842 (7.1)	331,515 (7.0)
5-19	140,265 (20.1)	977,853 (20.6)
20-64	432,041 (62.0)	2,814,930 (59.0)
65-74	46,521 (6.6)	373,508 (7.8)
75-84	21,806 (3.2)	196,504 (4.1)
85+	7,169 (1.0)	67,555 (1.4)
<b>Total</b>	<b>697,644 (100)</b>	<b>4,761,865 (100)</b>

## Health Indicators and Chronic Disease

In terms of self-reported health status, 11,224 which is 1.6% of the population of Community Healthcare Dublin South, Kildare & West Wicklow rate their health as bad or very bad based on Census 2016 data. Information on the rates of chronic disease are not available at CHO level to date as there is no data source in Ireland that provides national prevalence data on chronic disease outside of the National Cancer Registry. It is estimated that the chronic diseases of cancer, cardiovascular disease and chronic obstructive pulmonary disease account for 76% of all deaths in Ireland. In the TILDA study, a nationally representative longitudinal cohort study of 8,175 persons aged 50 years and older, 38.3% self-reported having a chronic disease. The numbers of people with chronic disease and multi-morbidity will increase with increasing age and this will have implications for service utilisation and planning in the context of an ageing population. This has relevance nationally and within Community Healthcare Dublin South, Kildare & West Wicklow.



## Map of Community Healthcare Dublin South, Kildare & West Wicklow Geographical Area



## Ethnicity

In terms of nationalities living within Community Healthcare Dublin South, Kildare & West Wicklow, 83.8% are Irish compared with 87.5% nationally. An awareness of cultural differences both in health needs and patterns of health service utilisation is important with regards to health service planning within this CHO and nationally. The table below represents a breakdown of the various nationalities living in Community Healthcare Dublin South, Kildare & West Wicklow based on data from the 2016 census. While useful there remain some unknowns about the cultural diversity within the CHO in particular the 3.8% of the population of Community Healthcare Dublin South, Kildare & West Wicklow categorised as being from elsewhere in the world.

### Nationalities within Community Healthcare Dublin South, Kildare & West Wicklow and the Population of Ireland

Nationality	Population of Dublin South, Kildare & West Wicklow n (%)	Population of Ireland n (%)
Irish	584,913 (83.8)	4,082,513 (85.7)
UK	9,816 (1.4)	103,113 (2.2)
Polish	19,518 (2.8)	122,515 (2.6)
Lithuanian	5,473 (0.8)	36,552 (0.8)
Elsewhere in EU	26,485 (3.8)	146,738 (3.1)
Elsewhere in World	26,286 (3.8)	126,557 (2.7)
Visitors/Not Stated	25,153 (3.6)	143,887 (3.0)

## Vulnerable Groups

The migrant population within Community Healthcare Dublin South, Kildare & West Wicklow is higher than the relative proportion nationally. The 2011 Census data showed a high proportion of vulnerable migrants at 30,693, 4.6% of the total CHO population at that time. This represented an increase in the migrant population of 20% compared to 2006. The 2016 census data is not available for vulnerable migrants to date.

There are 3,744 members of the travelling community in Community Healthcare Dublin South, Kildare & West Wicklow and this represents a total of 0.5% of the population of this CHO. A target group where health promotion might present a challenge and language barriers along with cultural barriers may exist. Delivery of care will need to be accessible, acceptable and appropriate.





## Carers and Disabled Persons

There are 25,592 carers, 3.7% of the total population of Community Healthcare Dublin South, Kildare & West Wicklow and 92,678, 13.3%, identify as disabled based on data from the 2016 Census. There were 3,686 people living in Dublin South, Kildare & West Wicklow registered on the National Intellectual Disability Database in 2016. Of these 2,529 were living in a home/independent setting and 566 were in receipt of respite nights. The median number of nights received was 17. There were 3,594 people living in Community Healthcare Dublin South, Kildare & West Wicklow registered with the National Physical and Sensory Database in 2016.

There are likely to be unmet physical, psychological and social needs among these vulnerable groups both within Community Healthcare Dublin South, Kildare & West Wicklow and nationally. The discrepancy in figures between the census and database figures reflects the limitations of a self-registration system which likely underestimates the burden of disability within the CHO; particularly as those most affected by intellectual or physical disability will be least likely to self-register.



## Deprivation

The distribution of health is determined by a variety of factors described by Dahlgren and Whitehead's model. This model emphasises interactions between the determinants of health; an individual's health is influenced by the living and working conditions of their environment which is further influenced by the wider cultural and socioeconomic environment. The social determinants of health are not distributed equally across society. In Ireland there is a mortality gradient across socioeconomic groups and a widening of the gap between manual and professional occupational classes. There is also unequal access to health care for those in lower socioeconomic groups and marginalised groups. It is estimated that if issues of inequality and social deprivation were tackled in Ireland that 5,400 less premature deaths would occur per year.



\*Determinants of Health - (Adapted from Dahlgren and Whitehead, 1991 and Grant and Barton, 2006)

The Pobal HP Deprivation index allows for the measurement of relative affluence or disadvantage using data from the CSO. It takes demographic profiles, social class composition and labour market factors into consideration when determining the index. Comparing the relative proportions in Community Healthcare Dublin South, Kildare & West Wicklow to the national profiles this area is not particularly deprived. With respect to deprivation 21.3% are disadvantaged or below, nationally this figure is 22.5%. In this CHO 5.7% are unemployed the figure nationally is 5.6%.

However there are particular areas of deprivation identified within this CHO which may provide a focus for resource allocation. It is worth noting that deprivation in rural areas may be less visible to the general public although may be highly apparent to GPs and other healthcare professionals. The specifics of rural deprivation are often different compared to urban areas but equally as detrimental. The Healthy Ireland strategy recognises that health inequalities and deprivation need to be addressed on a governmental and societal basis.

The table below outlines Deprivation levels defined by the HP index within Community Healthcare Dublin South, Kildare & West Wicklow and nationally and Figure 1 provides an illustration of deprivation within Community Healthcare Dublin South, Kildare & West Wicklow. This figure focuses on areas within West Dublin however similar trends are seen throughout the CHO.

### Deprivation Levels in Community Healthcare Dublin South, Kildare & West Wicklow and Nationally

Deprivation Level HP Index	Population of Dublin South, Kildare & West Wicklow n (%)	Population of Ireland n (%)
Extremely Affluent	17,628 (2.5)	77,802 (1.6)
Very Affluent	60,593 (8.7)	310,816 (6.5)
Affluent	136,629 (19.6)	819,257 (17.2)
Marginally Above Average	180,770 (25.9)	1,277,631 (26.8)
Marginally Below Average	153,393 (22.0)	1,203,652 (25.3)
Disadvantaged	93,597 (13.4)	712,558 (15.0)
Very Disadvantaged	41,514 (6.0)	278,059 (5.8)
Extremely Disadvantaged	13,520 (1.9)	82,091 (1.7)



## Child Health

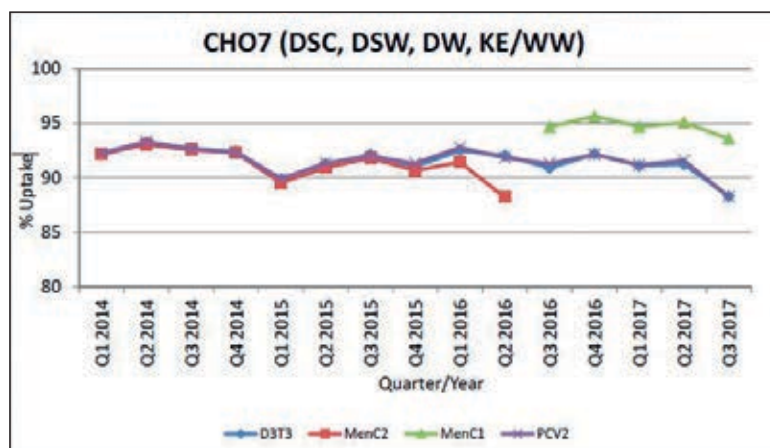
In Ireland, approximately 62,000 babies are born every year and as children (under 18 years) account for 25% of the population, Ireland has the youngest population within the EU. Community Healthcare Dublin South, Kildare & West Wicklow through the delivery of the National Healthy Childhood Programme has a key role in supporting families so that children can fully realise their potential into adulthood. Community Healthcare Dublin South Kildare & West Wicklow will ensure that babies born and children living in this area are given every opportunity to realise your fullest health potential throughout the life cycle.

Community Healthcare Dublin South, Kildare & West Wicklow will continue to support the Healthy Childhood Programme and the Breastfeeding Action Plan, plus we will ensure our partnerships across all sectors supports children's health.

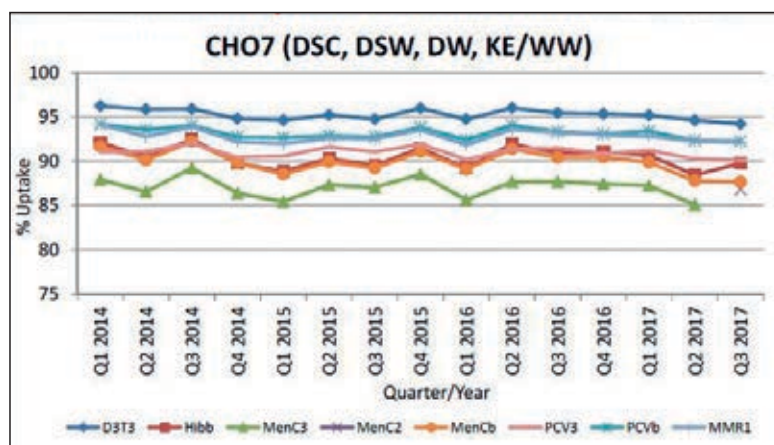
Within Community Healthcare Dublin South, Kildare & West Wicklow and nationally it is crucial that promotion of childhood immunisations and seasonal influenza is prioritised, particularly given the recent and on-going outbreaks of vaccine preventable diseases.



**Figure 1: Immunisation Uptake Statistics at 12 Months 2014-2017**



**Figure 2: Immunisation Uptake Statistics at 24 months 2014 -2017**







# STAFF HEALTH AND WELLBEING

Community Healthcare Dublin South,  
Kildare & West Wicklow

# Staff Profile

Community Healthcare Dublin South, Kildare & West Wicklow is committed to implementing and developing measures to support health and well-being in the workplace for our employees.

A challenge exists to control staffing levels across Community Healthcare Dublin South, Kildare and West Wicklow, while maintaining specific and regular demand and practice driven pressures. Seeking to ensure the recruitment and retention of our highly skilled and qualified workforce is a priority for Community Healthcare Dublin South, Kildare & West Wicklow.

Evidence has shown that organisations who are responsive and proactive in the health and well-being of their staff, are better placed to ensure staff provide the best care to patients and are then themselves less likely to require health services into the future.

Community Healthcare Dublin South, Kildare & West Wicklow has implemented a number of Healthy Ireland initiatives supporting staff health and well-being across the organisation.

Within Community Healthcare Dublin South, Kildare & West Wicklow and the associated Section 38 Funded agencies there is a total staff number of 6,271 whole time equivalents (WTE). They are categorised in the following groupings:

## Community Healthcare Dublin South, Kildare & West Wicklow Staffing Breakdown

**Medical Dental** - All Consultant Doctors, Non Consultant Hospital Doctors and Dentists

**Nursing** - All Directors and Assistant Directors of Nursing and other Nursing Management grades in addition to Public Health Nurses, Psychiatric Nurses, Staff Nurses and Student Nurses.

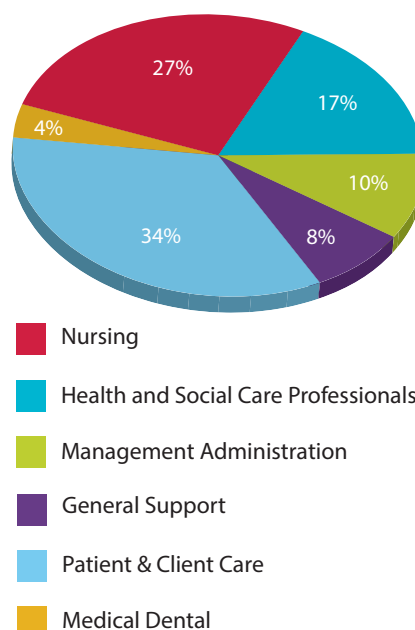
**Health and Social Care Professionals** - All Therapy staff, Counsellors and Social Workers

**Management / Administration** - All Executive, senior and administrative staff

**General Support** - All Catering, Portering, Maintenance Technical and Cleaning Staff.

**Patient and Client Care** - All Health Care Assistants, Nurses' Aides and Therapy Assistants.

The breakdown of staffing by these groups is as diagram opposite:



Staff in Beech House, Naas: Making life style changes by participating in the HSE 5 week step challenge.

# Love Life - Love Walk

## Operation Transformation Walk

As part of the HSE's drive to support staff health and well-being, staff were encouraged to take part in the HSE Operation Transformation Love Life - Love Walk Day on Tuesday 14th February 2017.

Champions throughout the CHO encouraged staff to take part in physical activity challenges, below are some of the activities. The Love Life - Love Walking day was one of a suite of activities Community Healthcare Dublin South, Kildare & West Wicklow utilised to further staff health and well-being.



Old County Road Health Centre, Crumlin Road, Dublin 12



Rainbow Clubhouse



St. Vincents Hospital Athy



South Dublin County Council Offices, Tallaght

# 5 Week Step Challenge

To follow on from the success of the Love Life - Love Walk initiative, Community Healthcare Dublin South, Kildare & West Wicklow followed with the steps to health challenge.

The challenge aimed to get staff walking and counting steps daily. The HSE sponsored five week challenge prompts and supports staff to walk more at work and during their leisure time. Community Healthcare Dublin South, Kildare & West Wicklow encourage staff participation in the challenge.



**Steps to Health**  
**5 Week Staff Challenge**  
 Starts: Monday 23rd April Finishes: Sunday 27th May

Illustration of a diverse group of people walking together on a path.

- Set up your team and nominate a co-ordinator to register at [www.hse.ie/stepschallenge](http://www.hse.ie/stepschallenge)
- Get active by stepping daily with your workplace team.
- Measure the number of steps you walk each day at work and at home, using a step counter provided by your co-ordinator.
- Record your steps daily and see how you and your team progress.

Illustration of a red step counter showing 10,000 steps.

Share your walk photos on twitter: [@getirelandactiv](https://twitter.com/getirelandactiv) | [facebook.com/getirelandactiv](https://facebook.com/getirelandactiv) | Use the #HSEstepschallenge  
 PRIZES: weekly draws, best photos ... Further details on: [www.hse.ie/stepschallenge](http://www.hse.ie/stepschallenge)



Insert details of your workplace challenge

Name: \_\_\_\_\_

Phone No: \_\_\_\_\_

Email Address: \_\_\_\_\_



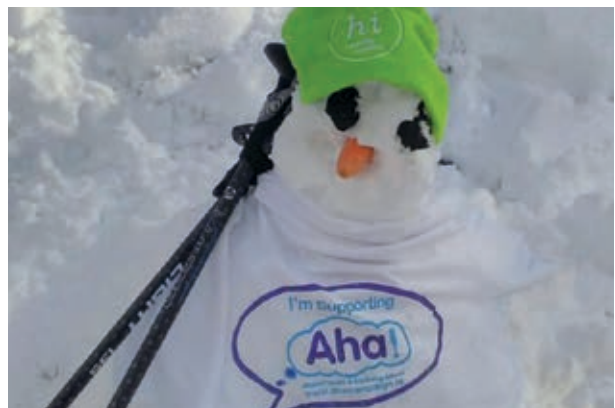


# Sofa to Summit

**Walk in partnership with Alcohol Awareness (Ask about Alcohol AHA)**

Reach new heights in 2018 while reducing your alcohol intake 6 week 'Sofa to Summit' challenge.

The Aha! campaign in conjunction with Get Clane Fit and our charity partner Little Way Cancer Support undertook this exciting 4 week weekly walking course building up to climbing to the summit of Lugnaquilla (925m) Leinster's highest Point. It was a great way to get fit, enjoy incredible scenery and socialise at the same time.



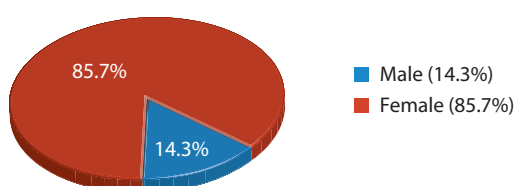
# Staff Health Checks

Following staff consultations across the HSE one of the highest areas of interest expressed by staff was to have health checks provided for them in their workplace. In response to this interest 11 one day health screening clinics took place across Community Healthcare Dublin South, Kildare & West Wicklow. Staff availed of the following health checks and advice on the results of these checks. The response to staff health checks was extremely positive and welcomed by participating staff.

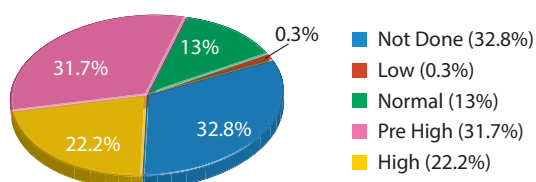
- Blood Pressure
- Cholesterol
- Glucose tolerance
- Body Mass Index calculations (BMI)
- Carbon monoxide testing for smokers
- Advice under Health Ireland guidelines

Data below relates to 11 pilot screening checks throughout the CHO, February to May 2016

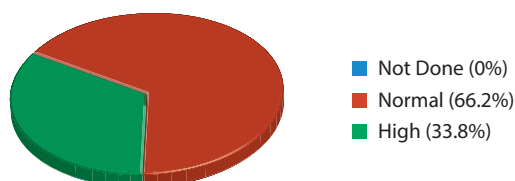
## Gender Distribution



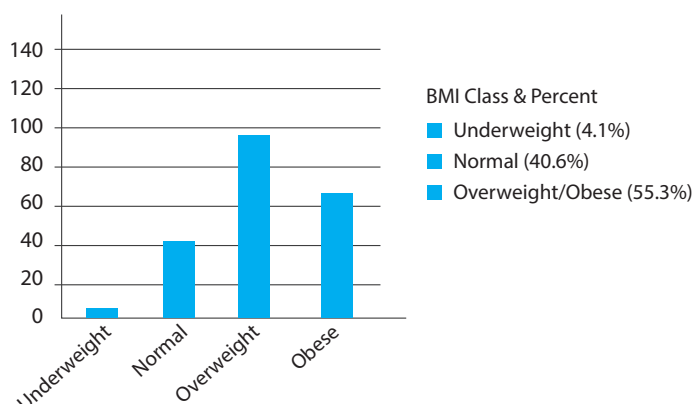
## Blood Pressure



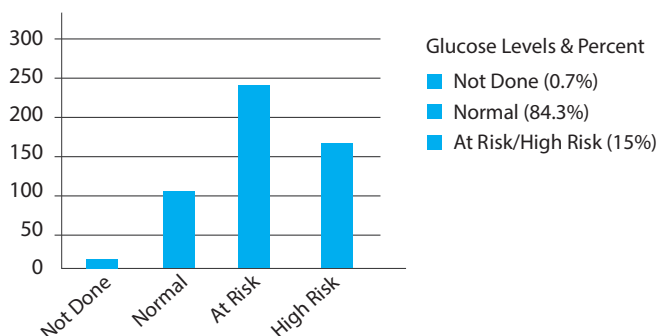
## Total Cholesterol



## Body Mass Index



## Glucose Levels



**22.2% of staff that attended for health checks presented with High Blood Pressure**

## Wellness Workshops

### for Mind, Body and Spirit

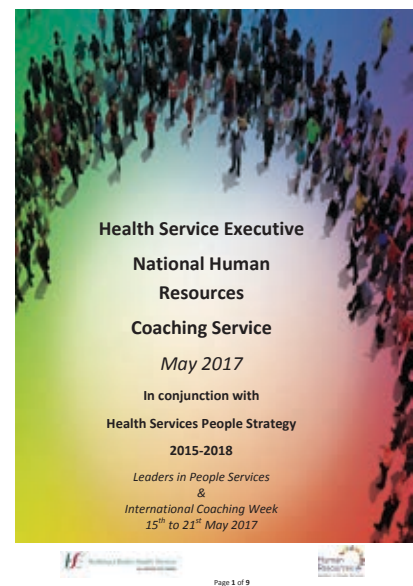
Education workshops were held in 2018 across Community Healthcare Dublin South, Kildare & West Wicklow to support staff in looking after their Mental Health. Workshops provided included stress management, mindfulness and resilience tools and were welcomed by staff members.



## Enhance Coaching/Mentoring Service

### offered for staff at any time throughout the year

Partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential.





# Influenza Campaign 2017/2018

## INFLUENZA (FLU) CAMPAIGN 2018-2022



Flu is a highly infectious acute respiratory illness caused by the influenza virus. It affects people of all ages. Healthcare workers prevent the spread of flu and save lives by getting the flu vaccine. The Community Healthcare Dublin South, Kildare and West Wicklow 2017 / 2018 Influenza Flu campaign was launched on 12th October 2017 in Baltinglass Community Hospital. People who are 65 and over, or people with long-term medical conditions, often have weaker immune systems. As these groups are more likely to be in hospitals and long-term care facilities they rely on the immunity of those who care for them.

A number of free staff vaccination clinics were organised at various location within the community healthcare area. The Senior Management Team has led by example by getting the vaccination and has also actively encouraged staff from across all divisions to get the vaccine.

Hashtags on Twitter - #we care we took action #YourBestShot

### Facts about flu

- Flu causes death and hospitalisation every year.
- Flu vaccine is the best protection against flu for at risk groups and health care workers.
- You need to get flu vaccine every season as the viruses change every year.
- Flu vaccine contains killed viruses - it cannot give you flu.
- Healthcare workers are up to 10 times more likely to get flu
- Healthy people can have flu without any obvious symptoms and pass it on.





# Free Staff Flu Vaccination Clinics

Community Healthcare Dublin South, Kildare & West Wicklow recommends everyone working in a healthcare setting gets the flu vaccine including:

- Medical, nursing and allied health professionals
- Medical, nursing and allied health students
- Dental personnel
- Hospital porters and cleaners
- Ambulance personnel
- Carers and home helps
- All GP practice staff
- Agency staff who fall into the above categories.

## Seasonal Influenza Vaccine Uptake in HSE funded hospitals and long term care facilities 2017-2018 season

Flu vaccine is offered to healthcare workers across Community Healthcare Dublin South, Kildare & West Wicklow for their own protection and to prevent the spread of flu to vulnerable patients and staff. At least 20% of HCWs are infected with flu every year and during hospitalisation patients are up to 35 times more likely to become infected with influenza if exposed to infected patients or HCW. Vaccination of HCWs has been shown to reduce flu related deaths by up to 40%. The HSE aims to achieve a target of 40% flu vaccine uptake among HCWs.

Data from the HPSC for the 2017-2018 season demonstrates that among the 11,687 healthcare workers in all 5 hospitals across Community Healthcare Dublin South, Kildare & West Wicklow, 4787 were vaccinated giving an uptake rate of 41.0%. Variation is seen in uptake across the 9 CHOs, the uptake figures ranged from 27.5% to 45.9%.









# **Community Healthcare Dublin South, Kildare & West Wicklow**

## **PARTNERSHIP & COLLABORATION**



# Working in Partnership & Collaboration

The strengthening of key partnerships is a recommendation of the Healthy Ireland Framework. As such, Community Healthcare Dublin South, Kildare & West Wicklow and the wider HSE has responsibility to advocate for other sectors to play their part in working towards achieving improved population health. The health and wellbeing care group operates primarily through a process of collaboration and integration through our internal partners, social care, primary care, mental health and acute hospitals. Actively promoting and implementing our actions through our internal partners provides Health and Wellbeing care group with a great opportunity to support and drive implementation measures for our Healthy Ireland plan across Community Healthcare Dublin South, Kildare and West Wicklow.

Community Healthcare Dublin South, Kildare and West Wicklow also has a strong history of engagement with Government Departments and local authorities across a broad range of issues such as Healthy Cities, Age Friendly Alliances, City and County Development Plans, Homeless Forums etc.





## Primary Care Services

Primary care is recognised as a key enabler within Community Healthcare Dublin South, Kildare & West Wicklow CHO to support implementation of the Healthy Ireland Implementation Plan. Primary care services include primary care teams (PCTs), community network services, general practice, community schemes, social inclusion and palliative care services. Reference to primary care throughout the plan includes reference to all of these services.

Primary Care Teams are the starting point for service delivery, consisting of general practice, community nursing, physiotherapy, occupational therapy and speech and language therapy and covers populations of approximately 7,000 to 10,000 people. Community network services include audiology, ophthalmology, dietetics, podiatry, psychology and oral health services and are typically provided for populations of approximately 50,000 people.



Other primary care services include GP out of hours, diagnostic services and community intervention teams (CITs). Primary care services also provide for those people who are most vulnerable in society.

Primary care with its community focus can aid drive the implementation of key areas of Health & Wellbeing work such as Making Every Contact Count and self management support's across its primary care networks.

## Mental Health Services

Mental health services are a key enabler for promoting and supporting the implementation of this plan across its community links. The Mental Health general adult services in Community Healthcare Dublin South, Kildare & West Wicklow are largely community-oriented with an emphasis on delivering care in the community and have well developed community mental health and homecare teams (CMHTs).

Community Healthcare Dublin South, Kildare & West Wicklow includes the former Dublin West/South West Mental Health Service (Loman's / Tallaght), the Dublin South City Mental Health Service (St James's) and Kildare West Wicklow. While serving a total population of 697,644 the service also includes Child and Adolescent Mental Health Services. In addition services for people with intellectual disabilities who have mental health needs are delivered by a number of providers including Stewarts Hospital Palmerstown, Cheeverstown House Services, Dublin South City Intellectual Disability Service, St John of Gods and Peamount Hospital.



# Social Care

## for Disability Services & Older Persons

As the majority of social care services are delivered through a community based approach, Social Care is a vital partner to support the implementation plan of our Healthy Ireland Implementation Plan across its services and staff members. Social Care comprises of Disability Services and Older Persons' Services.

### Disability Services

Delivery of Disability Services, offer supports and services to people with a disability across the spectrum of day, residential and home support provision. The majority of Disability Services in Community Healthcare Dublin South, Kildare & West Wicklow are provided through Section 38 and Section 39 funded agencies and with the ever growing demand for residential and respite places for children and young adults this limits the flexibility available to meet the changing needs of the population.

#### SERVICES PROVIDED

Residential Care, Day Services, Respite Services, Home Support services and Children's disability services.

#### POPULATION SERVED

2016 – (Disability)

**Dublin South, Kildare & West Wicklow: 92,678**

Kildare/West Wicklow: 30,051, Dublin South West: 24,462, Dublin South City: 18,004 and Dublin West: 21,427.



13.5% of the population of Ireland have stated they have a disability in Census 2016 representing an increase of 8% on the 2011 figures, 6.7% of these are under the age of 20.

### Older Persons' Services

**Older person's service in Community Healthcare Dublin South, Kildare & West Wicklow provides a range of services for the older population in CHO, including both community and residential services in seven older person's units. Community Healthcare Dublin South, Kildare & West Wicklow has the highest numbers of Frail Elderly older people than any other CHO at 28.7%.**

The population of Ireland aged over 65 has increased by a third since 2008 and continues to rise. The largest proportional increases are expected in the 85 years and over age group which is projected to double by 2037. This pattern nationally of a growing and ageing population is also reflected in Community Healthcare Dublin South, Kildare & West Wicklow and will have major implications for the planning and provision of health services going forward.

#### SERVICES PROVIDED

Home care services incorporating both home help and home care packages, Day centres, Chiropody services, Meals on Wheels services, Long term care in residential units for older people, Respite services for older persons within the older persons residential units, Integrated case management for older people, Single Assessment Tool, Dementia Awareness/Services for people with Dementia and Safeguarding.

#### POPULATION SERVED

2016 – Census (Over 65s)

**Dublin South, Kildare & West Wicklow: 75,496**

Kildare / West Wicklow 24,437, Dublin South City 16,339, Dublin South West 21,268 and Dublin West 14,532

## Working in Partnership

Collaborative working with local authorities, statutory partners, community partners and voluntary partners is fundamental to addressing the broader determinants of health and improving the health and wellbeing of communities across Community Healthcare Dublin South, Kildare & West Wicklow.

**“ Building partnerships is highlighted in Healthy Ireland as bringing together people and organisations from across the country into a national movement to address the social, economic and environmental factors that contribute to poor physical and mental health and to address health inequalities. ”**

For example, a strong partnership has been established with the Department of the Housing, Planning, Community and Local Development and the Local Community Development Committees (LCDCs). HSE representatives on the LCDC have an important and valuable opportunity to support and influence local decisions and policy to promote health and wellbeing.

As individuals age, the likelihood of developing chronic diseases or cancer, or requiring acute hospital care increases. 55% of hospital expenditure arises from the treatment of chronic disease.

Hospitals have a key role in improving the health of our population by providing a range of services from brief intervention training and self-management support, offering advice and support in staying well to optimising care pathways for patients admitted with exacerbations of chronic disease. Therefore acute hospital services are a key partner for Community Healthcare Dublin South, Kildare and West Wicklow in implementing this plan.

The health and wellbeing care group operates strategically in partnership with our acute hospital services nationally and regionally to address common issues across acute services and our community pillars within Community Healthcare Dublin South, Kildare and West Wicklow. A high level of engagement takes place between Community Healthcare Dublin South, Kildare and West Wicklow Management Team and Dublin Midlands Hospital Group. St James Hospital, Tallaght Hospital, Naas General Hospital and Crumlin Children's Hospital all operate within our CHO.

Community Healthcare Dublin South, Kildare & West Wicklow is also a member of both the Dublin South and Kildare Age Friendly Alliances. The HSE's role on these alliances is to work closely with other members of the alliance and respond to and listen to issues in relation to health care provision for older people and to address these issues.



# Warmth and Wellbeing Pilot Scheme



The Warmth and Wellbeing scheme, launched in mid-2016, is a major pilot initiative being delivered under the Government's Strategy to Combat Energy Poverty and the Healthy Ireland Framework.

This pilot scheme, which will run for 3 years with a €20m investment, is being led by the Department of Communications, Climate Action and Environment in collaboration with the Department of Health, and is being delivered by the HSE and the Sustainable Energy Authority of Ireland (SEAI) in Community Healthcare Dublin South, Kildare & West Wicklow.

Under the scheme, both adults over 55 and families with children aged 12 and under who are living with a chronic respiratory condition such as COPD or asthma, and who are in receipt of certain allowances, are eligible to apply for a free home energy efficiency improvement (retrofit).

These conditions are very common in Ireland and are significant causes of ill health, health service utilisation and reduced quality of life. Damp homes and air quality are regarded as key contributing factors to both of these respiratory conditions. Under Healthy Ireland, housing quality and the environment in which people live are recognised as important determinants of their health and wellbeing, and this pilot seeks to directly address these determinants in order to make a positive impact on health.

By retrofitting homes, the Warmth and Wellbeing pilot scheme aims to improve the internal air temperature and air quality, producing an improved quality of life for residents, reducing their energy bills and reducing impact on the health service through less frequent doctor/hospital visits.

An independent research project has been commissioned from the London School of Hygiene and Tropical Medicine to assess the evidence from the scheme. This research project will examine, among other matters, changes in hospitalisation rates and medication usage, general wellbeing and mental health, social and school absenteeism and overall improvements in quality of life. This aspect of the pilot is important as it will help inform future Government decisions about further expansion of the scheme.

The HSE staff involved in this CHO support the client through the process, providing the necessary care, compassion and trust by keeping the client informed and supported at all stages, working in close collaboration with the SEAI (Sustainable Energy Authority of Ireland) team.

**The Warmth and Wellbeing pilot is a great example of the cross-sectoral partnership working on key determinants of health and wellbeing as envisaged under Healthy Ireland.**

It will provide lots of learning and experience as we broaden and strengthen the collaborative approach across Government and sectors, and the commitment and contribution of the team in Community Healthcare Dublin South, Kildare & West Wicklow is an essential ingredient of this important Government project.

**Kate O'Flaherty**

Head of Head and Wellbeing, Department of Health.







# Community Healthcare Dublin South, Kildare & West Wicklow Healthy Ireland Plan



## GOVERNANCE & MONITORING OF THE IMPLEMENTATION PLAN

In order to ensure successful development and implementation of the Healthy Ireland Implementation Plan, clear mechanisms and structures have been put in place across Community Healthcare Dublin South, Kildare & West Wicklow to facilitate and progress implementation of this plan.

The success of the implementation of the Healthy Ireland Implementation Plan will be delivered through the established government structures of Community Healthcare Dublin South, Kildare & West Wicklow management team and requires ownership and engagement at all levels of the organisation.

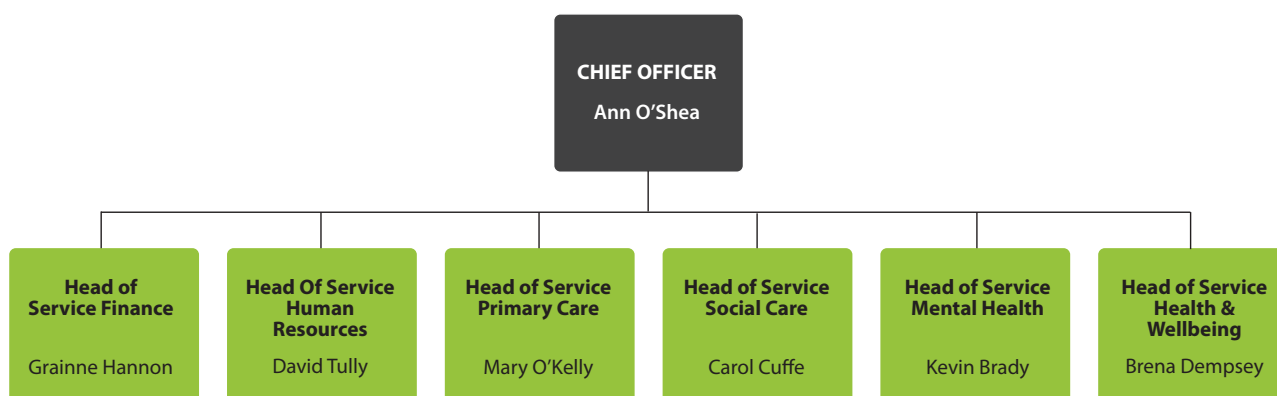
# Governance Structure

## Community Healthcare Dublin South, Kildare & West Wicklow

The Community Healthcare Dublin South, Kildare & West Wicklow Healthy Ireland Implementation Plan has been developed in line with the properties set out in the Health Service National Healthy Ireland Implementation Plan 2015 - 2017.

Community Healthcare Dublin South, Kildare & West Wicklow has positioned Healthy Ireland under the governance of Chief Officer Ms Ann O'Shea and she has delegated authority to Head of Health & Wellbeing Ms Brena Dempsey as the Executive Lead for the implementation of Healthy Ireland within Dublin South, Kildare & West Wicklow. Community Healthcare Dublin South, Kildare & West Wicklow Management Team support CHO Healthy Ireland.

The monitoring of the development and implementation of the Healthy Ireland Implementation Plan is a key aspect of the work of the CHO Management Team in Dublin South, Kildare and West Wicklow. The plan presents a huge opportunity to the team to support and improve health and wellbeing across Dublin South, Kildare and West Wicklow and shift from simply treating patients to keeping people healthy and well.



Back row – Head of Human Resource, David Tully; Head of Primary Care, Mary O'Kelly; Head of Health & Wellbeing, Brena Dempsey; Head of Mental Health, Kevin Brady;  
Front row – Head of Finance, Grainne Hannon; Chief Officer, Ann O'Shea; Head of Social Care, Carol Cuffe.

# 1. Establish Steering Group

A Steering Group Committee was established to oversee, guide and monitor the development of the CHO Healthy Ireland Implementation Plan. The Committee met four times over the course of the development of the plan and were a valuable asset to the development of this plan.

The Steering Group included representation from the Chief Officer's Office, Primary Care, Mental Health, Older People Services, Disability Services, Health Promotion, Human Resources, Finance and Estates.



# 2. Staff Engagement/Education Sessions

Staff Engagement/Education Sessions were held in May and June 2017 where staff from across the CHO were invited to attend. The focus of the sessions was to give staff the opportunity to voice their own opinions as to what they would like to see developed in this CHO.

Facilitators were available to answer questions regarding Healthy Ireland, Health and Wellbeing, Making Every Contact Count, 'Little Things' Campaign.

Feedback was provided via summary and analysis document and a Health and Wellbeing email address was established to allow staff to freely communicate with the Health and Wellbeing division on [cho7healthandwellbeing@hse.ie](mailto:cho7healthandwellbeing@hse.ie)



### 3. AS IS stocktake

to identify good practices

Capture Initiatives currently in place through the 'AS IS' document.

The Heads of Service and General Managers worked with Health and Wellbeing to capture initiatives currently in place. This was essential in the development of the Healthy Ireland five year implementation plan as it provides a baseline when making realistic targets. and provided the foundations for Community Healthcare Dublin South, Kildare & West Wicklow to build on and expand on this great work.

## 4. Publish the Plan

The publication of the Healthy Ireland Implementation Plan will assist with development of local divisional plans.

The Community Healthcare HI Plan is a document to provide guidance for Heads of Service across Community Healthcare Dublin South, Kildare & West Wicklow to incorporate the actions of the Implementation Plan. It is a collaborative document to embed the Healthy Ireland Implementation Plan priority actions for the improvement of staff Health & Wellbeing and our population across each care group.

## 5. Monitoring and Implementation of the Healthy Ireland Plan

Community Healthcare Dublin South, Kildare and West Wicklow Healthy Ireland Steering Group will remain in place as an overarching support for the plan.

Each core group will establish a Healthy Ireland Implementation subgroup, reporting to their area management team, and supported by the Health and Wellbeing Team to deliver the actions relating to their area.

DSKWW Management Team will monitor the plan on a quarterly basis and will offer appropriate support as required to facilitate and drive implementation.







# Community Healthcare Dublin South, Kildare & West Wicklow:



## ACTIONS

This is the action plan for the Community Healthcare Dublin South, Kildare & West Wicklow Healthy Ireland Implementation Plan, which builds on the actions contained in the National Healthy Ireland Health Services Implementation Plan (2015).

The Action Plan is set out in 14 sections and is aligned to the National Plan:

- 1 Governance, Monitoring, Leadership and Structures
- 2 Healthy Childhood
- 3 Tobacco Free Ireland
- 4 Alcohol
- 5 Healthy Eating and Active Living
- 6 Mental Health and Wellbeing
- 7 Positive Ageing
- 8 Making Every Contact Count
- 9 Self Management Support
- 10 Staff Health and Wellbeing
- 11 Sexual Health
- 12 Local Community Development Committee - National Action
- 13 Strengthening Partnerships
- 14 Sustainability
- 15 Research Health Intelligence







## 1

## Governance, Monitoring, Leadership and Structures

Governance of Community Healthcare Dublin South, Kildare & West Wicklow Healthy Ireland Implementation Plan rest with Head of Service Health & Wellbeing and the CHO Management Team to drive and ensure the relevant structures are in place to support successful monitoring and implementation of the Healthy Ireland Implementation Plan across Dublin South, Kildare & West Wicklow.

No.	Action	Timeframe	Lead
1.1	Assign a HI Executive Lead and HI Project Lead to oversee the implementation of the plan.	2018	Heads of Service
1.2	Establish CHO Steering Committee to oversee the Community Healthcare Dublin South, Kildare & West Wicklow HI Implementation Plan.	2018	Heads of Service
1.3	Undertake staff engagement sessions to communicate the HI vision at local level	2018	Heads of Service
1.4	Establish HI Implementation committees in each CHO.	2018	HI Lead & Steering Group
1.5	Community Healthcare Dublin South, Kildare & West Wicklow to establish links with other CHOs to ensure integration in the development of local plans.	2018-2022	HI Lead
1.6	Support the development of HI Implementation plans for each Division	2018-2022	HI Lead Implementation Team Heads of Service CHO Project Office
1.7	Monitor progress and demonstrate delivery of actions for Community Healthcare Dublin South, SKildare & West Wicklow HI Implementation Plan	2018-2022	Implementation Team Heads of Service CHO Project Office





## 2 Healthy Childhood

Children (under 18 years) account for 25% of the Irish Population – we have the youngest population in the European Union. Approximately 68,000 babies are born in Ireland each year. The HSE through the delivery of the 'National Healthy Childhood Programme' has a key role in supporting families so babies can fully realise their potential into adulthood.

Investment in the early years of life, starting with conception, creates the best outcomes for children by providing the foundations for health over their lifetimes. Early intervention and prevention has a positive impact on children's health, social and education development and offers the best chance of living a happy and fulfilled life. It is important that children have access to positive early experiences to have an impact on health inequalities on chronic disease in later life. The actions below seek to provide health and wellbeing initiatives for mothers and also contribute to healthy lifestyles for mother and baby. As breastfeeding has significant health benefits for both baby and mother, particular focus will be placed on support within the community and staff will be supported through access to breast feeding facilities.



Community Healthcare Dublin South, Kildare & West Wicklow will support the implementation of the HSE Healthy Childhood Programme (including The 'Nurture Programme' and the National Maternity Strategy, 'Creating a Better Future Together') to ensure children across Dublin South, Kildare & West Wicklow will have the best start in life.

No.	Action	Measure	Timeframe	Lead
2.1	Identify lead for child health and establish child health governance team as per Framework for the National Healthy Childhood Programme	Establish a Child Health governance team.	2018	Head of Service Primary Care & Health and Wellbeing
2.2	Support the implementation of the Framework for the National Healthy Childhood Programme, including the Nurture – Infant Health & Wellbeing Programme	Facilitate appropriate staff to complete the relevant training modules.  All PHN's delivering the HSE Nurture programme within the life of the plan.	2018-2022	Head of Primary Care
2.3	Facilitate staff to complete brief intervention training as proposed by national programme for <i>Making every contact count</i> . Staff will deliver key messages regarding smoking and alcohol to support pregnant women, mothers and their partners at each contact	Ensure recording of alcohol, tobacco, nutrition and other lifestyle issues on every chart as relevant.	2018-2022	Head of Service Primary Care
2.4	Facilitate staff to complete brief intervention training as proposed by national programme for <i>Making every contact count</i> . Staff will deliver key messages to promote smoking cessation among parents and young people at each contact	Support the roll out of <i>Making Every Contact Count</i>	2018-2022	Head of Service Health and Wellbeing

No.	Action	Measure	Timeframe	Lead
2.5	Continue to promote and support the uptake of breastfeeding in Community Healthcare Dublin South, Kildare & West Wicklow in line with the National Breastfeeding Action Plan.	<p>Support the delivery of the relevant actions from the Breastfeeding Action Plan.</p> <p>Implement the Breastfeeding Policy for Primary Care Teams and Community Health Care Setting.</p> <p>Strive to achieve the breastfeeding KPI targets, including sharing relevant data with teams.</p> <p>Support staff to undertake and update on relevant breastfeeding training.</p> <p>Provide information on breastfeeding to all pregnant women as part of the new antenatal contact.</p>	2018-2022	Head of Service Primary Care
2.6	Facilitate relevant staff to keep up to date by completing the online Nutrition training e-learning module.	Staff will deliver key messages to promote good maternal nutrition at each contact	2018-2022	Head of Service Primary Care
2.7	Support the dissemination of infant and child nutrition information. Support the implementation of Healthy Weight for Children Prevention programme, currently in development	Await development of plan	2019-2022	Head of Primary Care
2.8	Support the implementation of the Healthy Eating and Active Living Action Plan for Healthy Childhood	Implement the Healthy Weight for Children Programme using the resources of the Healthy Weight Obesity Plan, Healthy Eating, Active Living Plan and National Physical Activity Plan for Healthy Childhood.	2018-2022	Head of Health and Wellbeing
2.9	Support the provision of population and evidence based parenting programmes.	<p>Staff to provide appropriate information on parenting at each child health contact.</p> <p>Ensure staff are aware of the local and regional availability of parenting supports i.e. parent &amp; toddler groups etc</p> <p>Provide additional support for those parents/families identified with greater need.</p> <p>Enable staff to attend the infant mental health training programme</p>	2018-2022	Head of Service Primary Care & Health and Wellbeing

No.	Action	Measure	Timeframe	Lead
2.10	Work with key personnel in Primary Care and Hospital Groups to identify pathways to additional services as required	Measure specific referral pathways agreed	2018-2022	Head of Primary Care
2.11	Support all schools to develop health and wellbeing action plans in line with the voluntary Health Promoting Schools initiative at primary level and the mandatory Junior Cycle Wellbeing Guidelines at post-primary level. Metrics: No. of school supported to develop health and wellbeing action plans	Support through Health Promotion and Improvement.	2018-2022	Head of Service Health and Wellbeing
2.12	Provide health and wellbeing seminars to primary and post-primary teachers on a range of topics agreed annually with the Department of Education and Skills. Metrics: No. of teachers attending each training session	Support through Health Promotion and Improvement.	2018-2022	Head of Service Health and Wellbeing





### 3 Tobacco Free Ireland

Tobacco use is responsible for over 5,000 deaths each year in Ireland and is the leading cause of chronic disease burden and health inequalities.

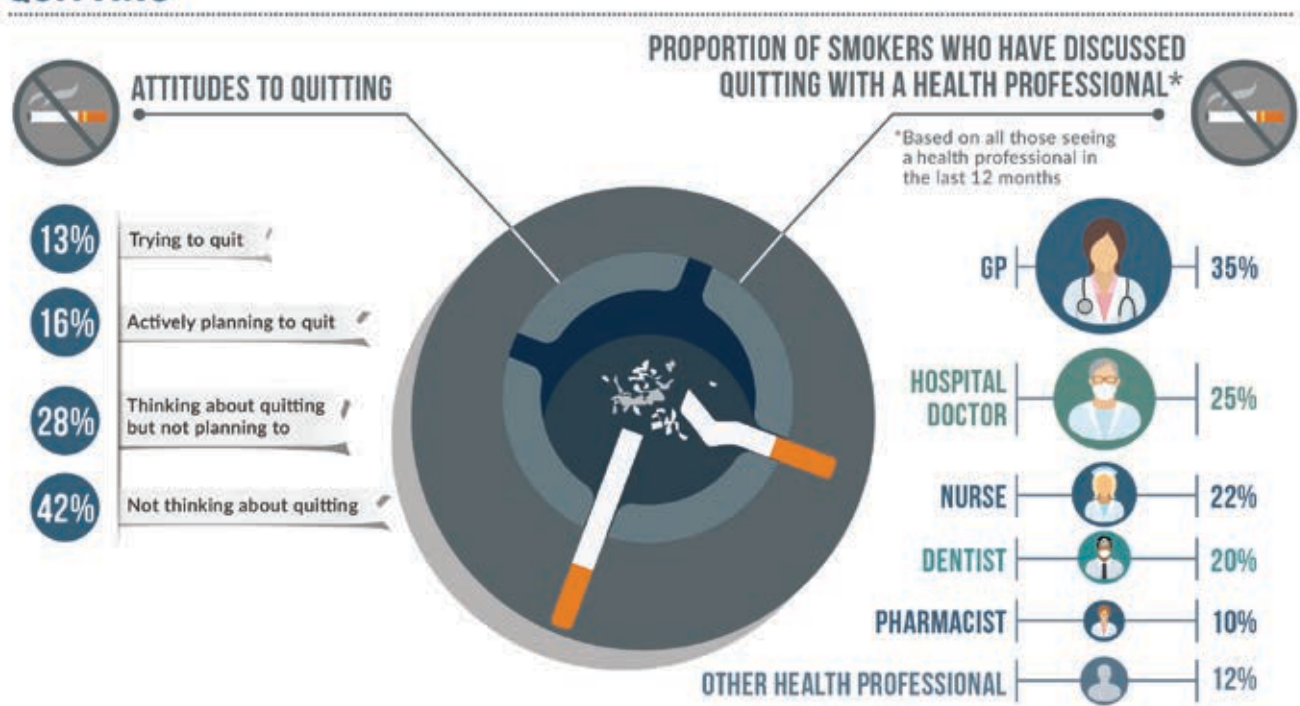
Tobacco Free Ireland (2013) is Ireland's national policy on tobacco control and has set a target for Ireland to be smoke free (i.e. a smoking prevalence of <5%) by 2025.

Community Healthcare Dublin South, Kildare & West Wicklow is committed to providing and ensuring work place environments remain smoke free for all staff and service users. The actions below demonstrate this commitment by supporting Tobacco Free Ireland, including Tobacco Free Campus, delivery of Smoking Cessation Services and relevant training for staff.

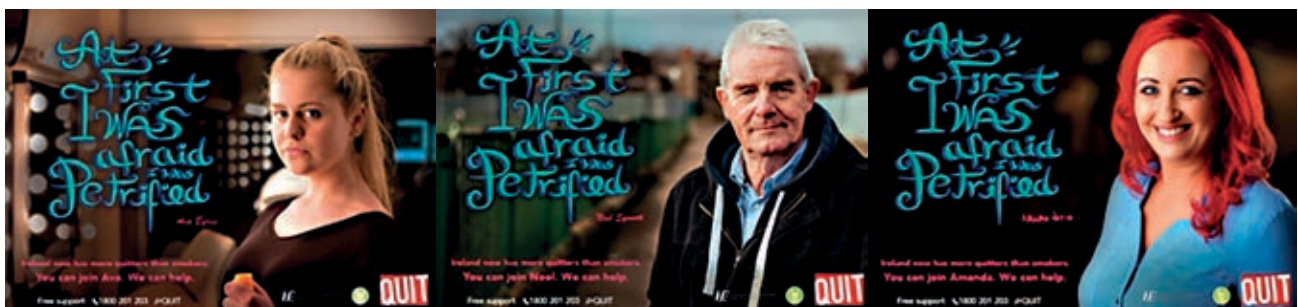
Staff within Community Healthcare Dublin South, Kildare & West Wicklow who smoke or who are affected by tobacco related chronic disease will be supported within the actions through the provision of a smoke free environment and access to smoking cessation services and nicotine replacement therapies.

#### Healthy Ireland Survey 2017

#### QUITTING



#### HSE Quit Campaign 2017 "I will survive"



No.	Action/Targets	Measure	Timeframe	Lead
3.1	Assign a nominated tobacco lead from senior management in Community Healthcare Dublin South, Kildare & West Wicklow to support monitoring and implementation of local Tobacco Free Campus Policies across all sites and services	Appoint a Senior Management Lead to oversee implementation of Tobacco actions	2018-2022	Head of Service Health and Wellbeing
3.2	Community Healthcare Dublin South, Kildare & West Wicklow will develop an action plan to progress the implementation and ongoing monitoring of the HSE Tobacco Free Campus Policies across all sites and services. As part of this action plan the CHO will engage in a coordinated and timely process whereby Tobacco Free Campus Implementation and monitoring data is supplied to the Tobacco Free Ireland Office	Tobacco Lead to be identified within CHO DSKWW	2018	Head of Service Health and Wellbeing
3.3	A number of services in Community Healthcare Dublin South, Kildare & West Wicklow (target to be defined) will participate in an audit process to validate their tobacco free campus self-audit.	No. audits completed	2018-2022	Nominated Tobacco Lead
3.4	All services in the Community Healthcare Dublin South, Kildare & West Wicklow (mental health, disability, older persons services and primary care) will implement the Global Network for Tobacco Free Healthcare Services Quality Standards, complete online selfaudit and develop a quality improvement plan for Tobacco Free Campus policy implementation annually	Online self-audit to be completed annually by primary care and residential services.	2018-2022	Nominated Tobacco Lead
3.5	Smoking cessation service information and QUIT support resources will be displayed in all appropriate CHO sites	Cessation information will be placed in all appropriate sites	2018-2022	Heads of Service
3.6	All residential services in Community Healthcare Dublin South, Kildare & West Wicklow (mental health, disability and older persons services) should treat tobacco use as a care issue and provide support for service users and staff who wish to quit smoking	Quit support will be provided for all staff and service users.	2018-2022	Heads of Service



QUIT

No.	Action/Targets	Measure	Timeframe	Lead
3.7	Community Healthcare Dublin South, Kildare & West Wicklow will establish cessation services to serve the needs of its population.	In line with National Institute of Health and Clinical Excellence (NICE) best practices recommendations (Irish clinical guidance in development), service providers should aim to treat at least 5% of their local smoking population. Each service will be targeted towards those most in need (where the deprivation index is high/high prevalence of chronic disease)	2018-2022	Heads of Service
3.8	All services in Community Healthcare Dublin South, Kildare & West Wicklow (mental health, disability and older persons services and primary care) will routinely record the smoking status of patients using its service, deliver brief interventions and refer to intensive services where appropriate	Clinical staff in the CHO will record smoking status of service users and deliver brief intervention or refer to cessation services where appropriate.	2019-2022	Heads of Service
3.9	Facilitate staff to complete brief intervention training as part of the Making Every Contact Count programme.	No. staff who have completed training	2018-2022	Heads of Service
3.10	CHO will actively assess staff smoking prevalence and offer reduced cost cessation pharmacotherapy and referral to intensive cessation services.	No. staff referred to intensive cessation services No. staff accessing reduced cost pharmacotherapy	2018-2022	Head of Service Human Resource
3.11	Community Healthcare Dublin South, Kildare & West Wicklow will support the implementation of the Health Behaviour Patient Management System (e-referral to quit services)	Clinical staff will implement the quit e-referral Health Behaviour Management System (HBPMS) as required.	2018-2022	Heads of Service
3.12	Community Healthcare Dublin South, Kildare & West Wicklow will engage with the Tobacco Free Ireland Programme (where required) to assist in working with the National Clinical Effectiveness Committee (NCEC) of the DoH to develop clinical guidelines for the treatment of nicotine dependence and implement the guidance once complete	Stakeholder consultation engagement complete; guidelines implemented	2018-2022	All Heads of Service
3.13	Community Healthcare Dublin South, Kildare & West Wicklow will ensure compliance with the <i>HSE Protection from Second-hand Smoke in Domestic Settings Policy</i> in each care group	Review of risk assessments/ complaints from HCWs regarding exposure to second hand smoke	2018-2022	Nominated Tobacco Lead



## Alcohol

Ireland has a high level of alcohol consumption and many Irish people engage in harmful drinking patterns which have significant health, social and economic costs.

To address these costs, Community Healthcare Dublin South, Kildare & West Wicklow will support the implementation of Reducing Harm Supporting Recovery!. This is a health led response to drug and alcohol use for Ireland 2017-2025, which sets out the Government's strategy to address the harm caused by substance misuse (including alcohol) in our society up to 2025.

Community Healthcare Dublin South, Kildare & West Wicklow is committed to supporting these priorities through the actions listed below. Through communication and awareness campaigns staff across Community Healthcare Dublin South, Kildare & West Wicklow will be supported to increase their knowledge of alcohol risk as well as access to Brief Intervention Training and other local initiatives.

Community Healthcare Dublin South, Kildare and West Wicklow is pleased to recognise the great work done by our colleagues in the National Alcohol Office to support the successful passing of The Public Health (Alcohol) Bill 2018. The bill is designed to tackle Ireland's harmful relationship with alcohol and aims to reduce the damage that alcohol causes to people, families and society by reducing the amount of alcohol we drink.

### Alcohol in Ireland information on [askaboutalcohol.ie](http://askaboutalcohol.ie)



No.	Action	Measure	Timeframe	Lead
4.1	Support the roll out of national alcohol risk campaigns and display alcohol information materials in all CHO centres to reinforce positive health messages in relation to alcohol risks re health & well being.	Ensure all HSE sites have materials and resources and promote <a href="http://www.healthpromotion.ie">www.healthpromotion.ie</a> particularly in relation to alcohol and drugs.	2018-2022	Heads of Service Health and Wellbeing
4.2	Challenge social norms and myths relating to alcohol harm by providing evidence based information on health impacts and social & psychological impacts on families & children.	Utilise every opportunity throughout the CHO to promote the HSE alcohol website.	2018-2022	Heads of Service
4.3	Promote <a href="http://www.askaboutalcohol.ie">www.askaboutalcohol.ie</a> and the alcohol and drugs helpline as the main sources of information and support on alcohol. Promote <a href="http://www.drugs.ie">www.drugs.ie</a> as the main source of information on illegal drugs.	Continue to promote and provide alcohol training for staff in Community Healthcare Dublin South, Kildare & West Wicklow including half day alcohol policy training.	2018-2022	Heads of Service
4.4	Minimise the harms caused by the use of alcohol and other substance use by promoting screening and brief interventions through Making Every Contact Count (MECC) in all health and social care settings.	Deliver MECC training to empower staff to improve their skills and confidence to recognise and address alcohol and substance use in all settings	2018-2022	Heads of Service
4.5	In collaboration with Social Inclusion, provide tailored prevention activity & interventions to effectively address the needs of those who face a higher risk of alcohol & substance use because of their lifestyle or because they belong to a specific group or community of interest.	Continue to support tailored interventions through the Social Inclusion Team.	2018-2022	Heads of Service
4.6	Ensure knowledge of and implementation of the HSE Policy on Public Health Information Initiatives related to alcohol <a href="http://www.hse.ie/eng/services/publications/topics/alcohol/HSE-Alcohol-Partnership-Policy.pdf">http://www.hse.ie/eng/services/publications/topics/alcohol/HSE-Alcohol-Partnership-Policy.pdf</a>	Continue to promote staff engagement with HSE Internet Campaigns on alcohol awareness.	2018-2022	Heads of Service
4.7	Promote awareness & understanding both to the public and to health care professionals of the specific HSE referral care pathways for alcohol and substance use based on the HSE	Continue to promote and support pathways to alcohol and substance abuse intervention services and promote support groups such as AA, NA, SMART, Recovery etc.	2018-2022	Heads of Service
4.8	Provide ½ day training on Alcohol Policy in the CHO area using Alcohol Programme when resource available.	Promote and support when programme is available.	2019-2022	Head of Service Health and Wellbeing

No.	Action	Measure	Timeframe	Lead
4.9	As part of engagement with women intending to become pregnant or who are pregnant staff will work with key personnel in Primary Care and Hospital Groups to deliver the key message regarding the avoidance of alcohol during pregnancy at each contact through the provision of the askaboutalcohol Alcohol & Pregnancy leaflet. Advice for partners on supporting an alcohol free pregnancy will also be offered.	Support and Promote Alcohol awareness at every contact	2018-2022	Heads of Service
4.10	As part of care for those with chronic illness, screening of their alcohol and/or drug use utilising the AUDIT, DUDIT or DSM V tool will be used.	Support programmes where appropriate in the CHO	2018-2022	Heads of Service
4.11	Promote and disseminate the HSE SPHE Senior Cycle Resource on Alcohol & Drugs to Post Primary Schools. Promote & disseminate the HSE Junior Cycle Health and Wellbeing Resource on Alcohol & Drugs to Post Primary schools. Promote and disseminate the HSE Parent's Guide on Teenagers, Alcohol & Drugs	Support through Health Promotion and Improvement in the CHO	2018-2022	Head of Service Health and Wellbeing
4.12	Promote peer and mutual self-help support groups such as AA, NA, SMART Recovery, Al Anon, Naranon, Family Support Network	Continue to support self-help groups	2012022	Head of Service Health and Wellbeing







## Healthy Eating and Active Living

The HSE Healthy Eating and Active Living (HEAL) programme has been established to address diet and physical activity within the Healthy Ireland Framework and in the context of Ireland's high rates of overweight and obesity (National Policy on Obesity) and sedentary lifestyles (National Physical Activity Plan).

The actions outlined below are focused on supporting the HEAL programme and national policies to ensure risk factors are measured and documented and evidence based interventions are provided.

Community Healthcare Dublin South, Kildare & West Wicklow is committed to supporting the work and priorities as set out by the HEAL programme and to build on initiatives and empower those living and working in our area.

Community Healthcare Dublin South, Kildare & West Wicklow staff promote healthy diets, physical activity and weight management as part of their daily interactions with service users across Dublin South, Kildare & West Wicklow.

Staff will be supported within the actions through dedicated healthy initiatives such as the provision of the Healthy Vending and Calorie Posting Policies, Brief Intervention Training and physical activity initiatives such as Slí na Sláinte (Irish Heart Foundation), Operation Transformation and Smarter Travel initiatives in conjunction with other local initiatives Healthy Eating Active Living.



No.	Action	Measure	Timeframe	Lead
5.1	Increase physical activity levels of the community in line with the Get Ireland Active National Plan	Work with the partners in LCDC's, Local Sports Partnerships (LSP's) and the community/voluntary sector to increase activity levels.	2018-2022	Health Promotion and Improvement Lead.
5.2	Deliver the NUTURE programme actions in particular training for PHN's/ Practice Nurses/AMO's	Support and promote delivery of the Nurture Programme	2018-2022	Head of Primary Care and Head and Health and Wellbeing
5.3	Implement the HSE Calorie Posting policy across the health service	Review HSE canteens in line with the calorie posting policy on an annual basis during the lifetime of the plan.	2019-2022	Head of Health and Wellbeing
5.4	Implement the HSE Healthier Vending Policy across the CHO	Ensure vending machines meet requirements and policy standards.	2019-2022	Head of Health and Wellbeing
5.5	Deliver structured patient education programmes for type 2 diabetes.	Continue to deliver and expand community cooking programmes.	2018-2022	Head of Service Primary Care

No.	Action	Measure	Timeframe	Lead
5.6	Embed the Healthy Weight for Children framework in primary care and CHO structures	Continue to provide physical activity programmes throughout all schools across the CHO.	2018-2022	Health Promotion and Improvement.
5.7	Deliver community based health promotion programmes such as community cooking programmes and Men on the Move	Continue to deliver and expand community cooking programmes as <i>Cook It and Food Made Easy</i>	2018-2022	Heads of Service Health Promotion and Improvement.
5.8	Embed the integrated model of weight management services for adults and children across primary and acute care	Promote physical activity and Healthy Eating	2012-2022	Heads of Service Primary Care
5.9	Integrate initiatives that support and promote healthy lifestyles in the workplace.	Promote healthy lifestyles in the workplace into local health service staff health and wellbeing plans for example Steps to Health challenge, Smarter Travel, Happy Heart@Work catering awards	2018-2022	Heads of Service
5.10	Implement the clinical guidelines for management of malnutrition (in development) and nutrition and food policy (in development) in older peoples, disability and mental health services.	Implement clinical guidelines when available	2018-2022	Head of Service Primary Care
5.11	Promote breastfeeding in partnership with the national campaign 'Every Breastfeed Makes a Difference' and develop and support community based breastfeeding support groups (PHN led and peer-to-peer)	Continue to support Community Based Breastfeeding support groups	2018-2022	Head of Service Primary Care
5.12	Activate the national communications and social marketing strategy	Activate when available	2018-2022	Head of Service Primary Care
5.13	Ensure delivery of culturally appropriate Traveller healthy lifestyles education and health promotion programmes are integrated into local Traveller Health Plans including 'Small Changes Big Difference'	Promote and support local Traveller Health plans	2018-2022	Head of Service Primary Care





## Mental Health and Wellbeing

The vision for Mental Health Services across Community Healthcare Dublin South, Kildare & West Wicklow is to support the population to achieve their optimum mental health.

Promoting positive mental health and wellbeing forms an important strand of this plan. Community Healthcare Dublin South, Kildare & West Wicklow aims to promote and support positive mental health amongst staff and patients by working collaboratively with the Mental Health Care Group. Health care workers across Community Healthcare Dublin South, Kildare & West Wicklow will be aware of the critical role that the promotion of mental health, and the prevention of mental health problems, has to play in enhancing overall health and addressing physical health problems. It is necessary for Health Care professionals to consider the psychological wellbeing of the clients when treating the physical symptoms of a condition and vice versa.

Community Healthcare Dublin South, Kildare & West Wicklow will strive to provide support to our population to encourage optimal mental health and implement Ireland's National Strategy to Reduce Suicide – 'Connecting for Life'.

Community Healthcare Dublin South, Kildare & West Wicklow will promote positive mental health for service users and support those who experience severe and disabling mental illness.

Staff will be supported through the provision of local Health & Wellbeing programmes as well as awareness campaigns and access to support programmes as necessary.



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**10% of the population indicate a problem with mental health**

No.	Action	Measure	Timeframe	Lead
6.1	Implement a social prescribing programme building on the learning from effective models	Following the guidelines from the Mental Health Promotion Plan scope out an evidence based, nationally aligned social prescribing programme for the CHO.	2018-2022	Head of Service Health and Wellbeing
6.2	Implement initiatives to prevent post natal depression in mothers (children 0-3yrs)	Promote the HSE Nurture Programme and Mind Mothers in the CHO.	2018-2022	Head of Service Primary Care
6.3	Implement initiatives to promote positive mental health among older people living in the community and residential setting	Continue to support positive mental health programmes for older people.	2018-2022	Head of Service Social Care
6.4	Deliver identified training to build capacity among staff to promote positive mental health among service users	Continue to provide training for staff to ensure promotion of mental and physical health for service users.	2018-2022	Heads of Service
6.5	Promote the health (mental and physical) of mental health service	Continue to promote the mental health for service users in line with the recommendations from the National Working Group on <i>Improving the Physical Health of Mental Health Service Users</i> .	2018-2022	Head of Service Mental Health
6.6	Implement initiatives to promote positive mental health among staff	Continue to provide training for staff to ensure promotion of mental and physical health.	2018-2022	Head of Service Human Resources
6.7	Support the delivery of <i>Connecting for Life</i> within the CHO	<i>Connecting for Life</i> plan in Community Healthcare Dublin South, Kildare & West Wicklow has been launched and a steering group established to proceed with the roll out.	2018-2022	Head of Service Mental Health.
6.8	Support the delivery of the HSE National Men's Health Action Plan 2017-2021	Build capacity of those working men and young males through the delivery of appropriate training.  Engage in supports for traveller men through their peers and groups.  Raise awareness of Men's Health issues through awareness campaigns.	2018-2022	Head of Service Health and Wellbeing
6.9	Support the implementation of a universally accessible evidence-based parenting programme	Support evidence-based parenting programme	2018-2022	Head of Service Health and Wellbeing
6.10	Support the development and implementation of the forthcoming National Mental Health Promotional Plan	Support when developed	2018-2022	Head of Service Health and Wellbeing

## Positive Ageing

Positive ageing is a lifelong process. The choices people make when they are young and middle aged will influence and determine their health in old age.

Positive ageing opportunities allow older people to continue to contribute to and participate in their community and support them to engage in activities and initiatives that enhance their physical, mental and social health.

A high quality of life that is as independent and fulfilling as possible, protecting dignity, promoting welfare and safeguarding of the elderly is essential for the ageing population.

The average life expectancy for men in Ireland is now 76.8 years and for women is 81.6 years. Life expectancy at the age of 65 is rising faster in Ireland than anywhere else in the EU.

As the average age increases, the average age spent in retirement will increase. Staff will be supported on their health and wellbeing choices to help influence their health in later life.

Community Healthcare Dublin South, Kildare & West Wicklow Dublin South, Kildare & West Wicklow will support the implementation of the National Positive Ageing Strategy, the National Carers' Strategy and the National Dementia Strategy.



No.	Action	Measure	Timeframe	Lead
7.1	Review and map existing protocols and policies which relate to elder abuse across the CHO and promote awareness of national policy	Support the release of front line staff to attend training for safeguarding of vulnerable adults.	2018-2022	Head of Service Social Care
7.2	Implement Integrated care pathway for falls prevention and bone health. Continue monitoring falls safety, cross and formulate quality improvement plans in response to trends observed.	Promote awareness and provide training for relevant staff across the CHO.	2018-2022	Head of Service Social Care
7.3	Ensure that "Dementia Understand Together" campaign resources and information are widely available and on display in relevant public service areas.	"Dementia Understand Together" campaign information to be displayed in public areas.	2018-2022	Heads of Service
7.4	Support the release of staff to attend relevant Dementia Awareness training programmes. Continue to support Dementia choirs and cafes.	Frontline staff to be released to take part in Dementia Awareness training.	2018-2022	Heads of Service.
7.5	Incorporate Dementia Friendly Design in any new build or modification to existing buildings	New buildings in Community Healthcare Dublin South, Kildare & West Wicklow to incorporate Dementia Friendly design	2018-2022	Heads of Services

\* Pictured Above Maureen O'Hara, and Paddy Butler -HSE Understand Together Campaign 2017





No.	Action	Measure	Timeframe	Lead
7.6	Continue implementation of Nutrition Screening tools across the CHO area	Dieticians to support the HSE residential service and Community Nursing Staff to implement a nutrition screening tool and to refer as appropriate.	2018-2022	Head of Service Social Care
7.7	Support staff as they age to maintain, improve or manage their physical and mental health and wellbeing at home and in their community.	Work with local Partners to promote Age Friendly activity programmes. Community Healthcare Dublin South, Kildare & West Wicklow has set up a Steering Group Committee for standardisation of projects throughout the CHO.	2018-2022	Heads of Service
7.8	Establish connections with older people from minority groups, to improve their health and wellbeing	Work with our partners in the Community/Voluntary sector to support access to and inclusion of older people in health and wellbeing programmes	2018-2022	Head of Health and Wellbeing
7.9	Promote the increased uptake of the Flu Vaccine	Promote awareness of the importance of receiving the Flu Vaccination and offer training/education sessions to staff on myths associated with same.	2018-2022	Heads of Service
7.10	<p>Develop a dementia care pathway in conjunction with the relevant Hospital Group(s), and support the implementation of the pathway</p> <p>Support community activation initiatives which aim to build dementia supportive communities</p> <p>Support the roll-out of Dementia Training for GP's &amp; Primary Care Teams (PREPARED)</p> <p>Support the roll-out of Fetac level 5 Dementia programme for home care workers</p> <p>Ensure information on local supports, services and initiatives are included on 'Dementia Understand Together' Services Directory</p>	Continue to support and promote Dementia Awareness and provide training for staff in the CHO	2018-2022	Head of Service Social Care and Head of Service Health and Wellbeing.
7.11	Support development and implementation of the national model of home care	Support when developed	2018-2022	Head of Service Social Care and Head of Service Health and Wellbeing.



No.	Action	Measure	Timeframe	Lead
7.12	Provide day care services and other community supports to allow older people to remain active and engaged in their local communities	Support Social Care Services to allow older people remain active.	2018-2022	Head of Service Social Care and Head of Service Health and Wellbeing
7.13	Implement Carer Needs Assessment Tool (as part of SAT) Enhance the accessibility of education and training courses for carers	Support Older Persons with the roll out	2018-2022	Head of Service Social Care and Head of Service Health and Wellbeing
7.14	Facilitate the release of frontline staff to attend training for the safeguarding of vulnerable adults Safeguarding plans prepared where required	Support Older Persons with vulnerable adults training.	2018-2022	Head of Service Social Care and Head of Service Health and Wellbeing
7.15	Increase availability of assistive technology libraries	Support where required	2018-2022	Heads of Service





## 8 Making Every Contact Count

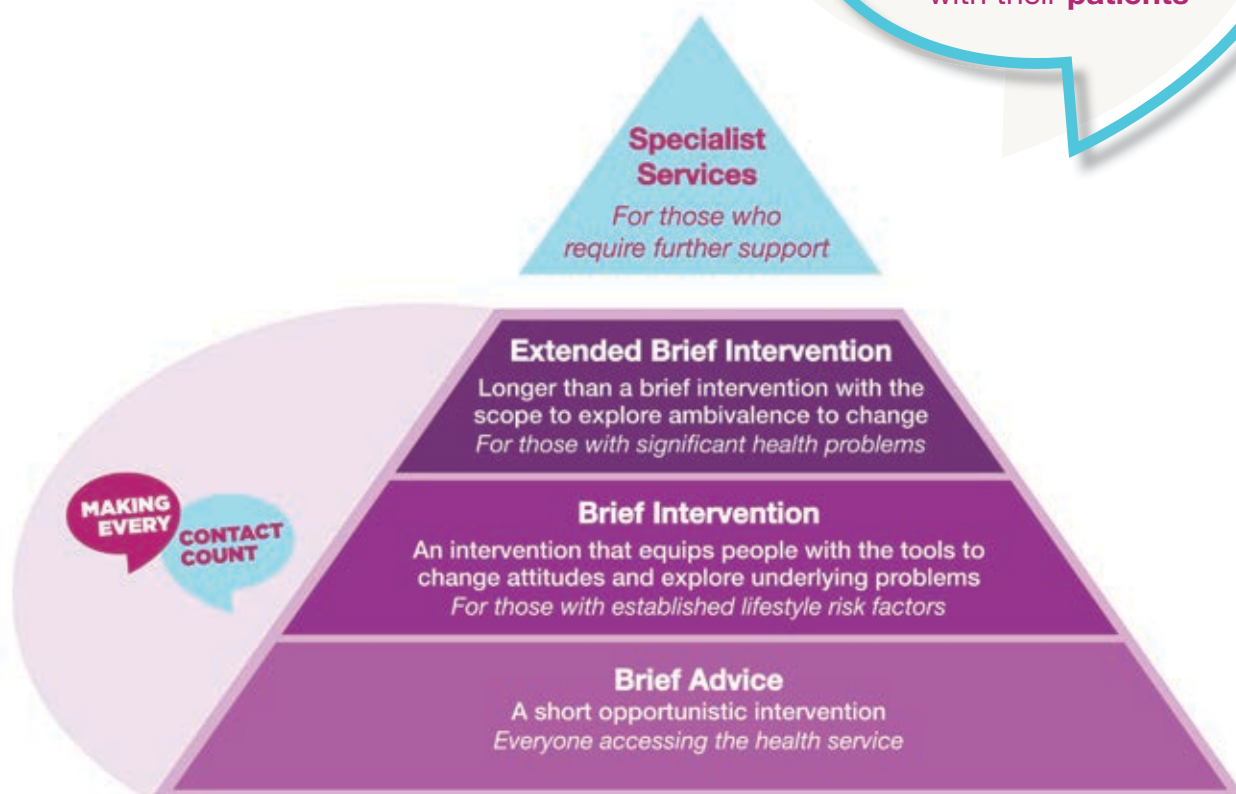
Chronic disease treatment puts an unsustainable pressure on current health services. Making Every Contact Count aims to relieve that pressure by helping prevent chronic disease and empowering patients to manage their chronic disease.

Making Every Contact Count is about health professionals using their routine consultations to empower and support people to make healthier choices to achieve positive long-term behaviour change.

Community Healthcare Dublin South, Kildare & West Wicklow is committed to implementing the Making Every Contact Count framework and it's guiding principles and actions across the CHO.



### Model For Making Every Contact Count

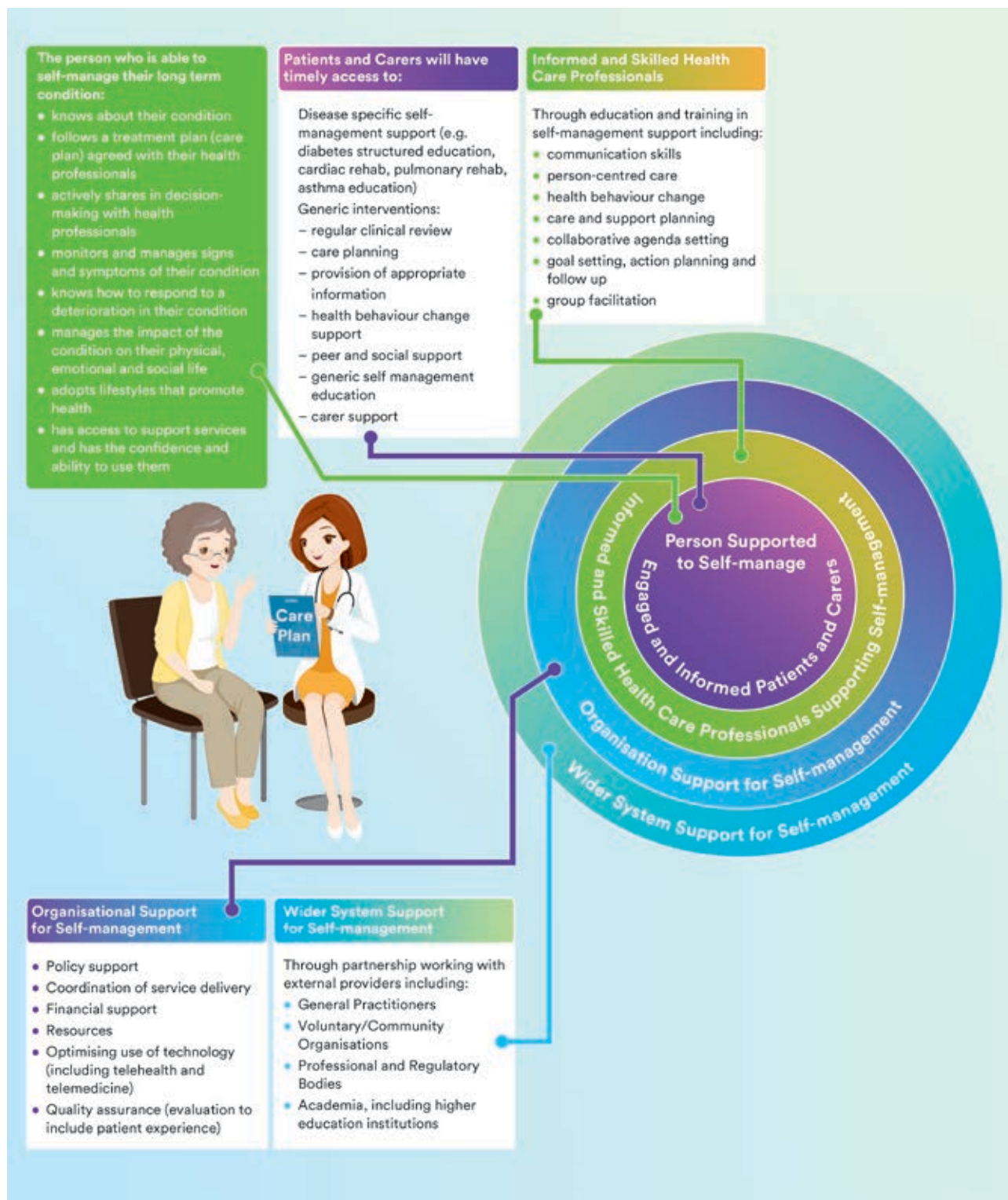


No.	Action	Measure	Timeframe	Lead
8.1	Develop a local implementation plan for of 'Making Every Contact Count' (MECC) programme in the CHO	Develop an implementation strategy and roll out MECC.  Implement MECC Communications Plan at local level.	2018-2022	Heads of Service
8.2	Identify and develop a network of key Champions/advocates for the Making Every Contact Count programme throughout the CHO	Key staff from each service to be identified as Champions for MECC	2018-2022	Heads of Service Health and Wellbeing.
8.3	Implement the National Training plan for the roll out of the Making Every Contact Count programme.	Train frontline staff in MECC methodology as per national targets for online and blended learning training.  Implement MECC as part of the Integrated Care Programme for CHO's for the prevention and management of Chronic Diseases	2018-2022	Head of Service Health and Wellbeing.
8.4	Ensure Making Every Contact Count is included as part of all job descriptions for health professionals and key support staff	Engage with Human Resources for inclusion in all new positions.	2019-2022	Heads of Service Health and Wellbeing and Head of Service Human Resource.
8.5	Support the Implementation of the Making Every Contact minimum data set tool across services in the CHO to record information on patients' lifestyle risk factors and behaviour change interventions across the CHO in line with national guidance	The National MECC data set tool to be implemented by all relevant staff within the CHO.	2018-2022	Heads of Service Health and Wellbeing.
8.6	In conjunction with the relevant stakeholders map the current referral pathways to specialist service available within the CHO to support the roll out of MECC.	Referral pathways to specialist services within the CHO will be mapped out and made available to relevant staff.	2018-2022	Heads of Service Health and Wellbeing
8.7	In conjunction with the relevant stakeholders map the current community resources/programmes for signposting to support Health Behaviour Change.	All community resources available to support Health Behaviour Change will be mapped and information made available to relevant staff.	2018-2022	Heads of Service Health and Wellbeing
8.8	Support the implementation of the Making Every Contact Count Communication Plan at local level	Support the roll out of Making Every Contact Count in the CHO	2018-2022	Heads of Service
8.9	Include Making Every Contact Count in relevant contractual arrangements with external service providers	Promote Making Every Count with external service providers	2018-2022	Heads of Service

## 9 Self-Management Support

Self management support involves a fundamental transformation of the traditional patient health professional relationship into a collaborative ongoing partnership.

### Living well with a Chronic Condition Framework for Self-Management Support





Community Healthcare Dublin South, Kildare & West Wicklow is developing a self management support structure to assist service users with chronic long-term conditions to manage their conditions in a proactive way using HSE and community based resources to lead a healthier and more fulfilling life.

The increasing numbers of people living with chronic conditions in Ireland prompted the need to develop a framework which supports patients to self-manage their conditions to optimise their quality of life.



Self-management support is defined as the systematic provision of education and support interventions, to increase patients' skills and confidence in managing their health problems, including regular assessment of progress and problems, goal setting and problem-solving support.

Community Healthcare Dublin South, Kildare & West Wicklow will support implementation of the forthcoming National Self-Management Support Framework in collaboration with other areas of the HSE.

No.	Action	Measure	Timeframe	Lead
9.1	Appoint co-ordinators for self-management support for chronic conditions throughout the CHO 2017	Coordinator appointed to implement the National Framework within the CHO.	2018	Head of Service Health and Wellbeing.
9.2	Develop the CHO Implementation Plans for SMS for chronic disease: COPD, Asthma, Diabetes and Cardiovascular disease in alignment with the National Framework.	Develop and Implement Plan with support from the National SMS Programme Team.	2018-2022	Heads of Service
9.3	Map, produce and maintain a directory of programmes and supports for SMS for chronic conditions identifying gaps in services	Directory of programmes in place within the CHO	2018-2022	Heads of Service
9.4	Engage with HSCPs serving the CHO population to promote and support delivery of SMS to patients with chronic conditions	Continue to promote and support delivery of SMS to patients with chronic conditions	2018-2022	Heads of Service Health and Wellbeing
9.5	Support the implementation of the recommendations of relevant National Clinical programmes models of care, on self-management support for chronic conditions	Implement SMS programmes within the HSE  Work with our partners in the community/voluntary sector to provide SMS programmes.	2018-2022	Heads of Service Health and Wellbeing
9.6	Develop KPI's for SMS for chronic conditions as appropriate.	Appropriate key performances indicators (KPI's) in place to monitor this service.	2018-2022	Heads of Service Health and Wellbeing

## Staff Health & wellbeing

Within Community Healthcare Dublin South, Kildare & West Wicklow there are approximately 3,500 HSE staff and 3,500 staff funded through outside agencies – Section 38. The Chief Officer is committed to invest in and develop a workplace that is dedicated to excellence, welcomes change and innovation, embraces leadership and teamwork and maintains continuous professional development and learning.

Creating a supportive environment for the health and wellbeing of staff within Community Healthcare Dublin South, Kildare & West Wicklow is a key priority, following feedback received from staff during the Staff Engagement sessions in May 2017.

A healthy workplace creates a supportive environment that protects and promotes the physical, mental and social wellbeing of staff. This will enable staff to improve their own health and wellbeing and ensure they have the ability and resilience to continue to provide a high quality patient centred service. Staff across Community Healthcare Dublin South, Kildare & West Wicklow will be supported and encouraged to engage and participate locally with health and wellbeing Initiatives.



No.	Action	Measure	Timeframe	Lead
10.1	Support the development of the DOH Healthy Workplace Framework and the HSE implementation of same when finalised	Human Resources to lead the roll out of the framework for Community Healthcare Dublin South, Kildare & West Wicklow	2018-2022	Head of Service Human Resource
10.2	Implement the HSE Staff Health and Wellbeing Policy when developed	Roll out the policy within Community Healthcare Dublin South, Kildare & West Wicklow	2018-2022	Head of Service Human Resource
10.3	Survey and engage with staff within the CHO regarding their health and wellbeing, identifying key areas and staff groups needing priority for staff health and wellbeing initiatives	Integrate initiatives that support and promote healthy lifestyles in the workplace.  Continue to engage in the IHF Active@Work and walking leader training for staff willing to become local peer champions to advance improved staff health and wellbeing among their colleagues	2018-2022	Head of Service Human Resource  Head of Service Health and Wellbeing
10.4	Support staff and management to engage at a site specific level to address and engage on staff health and wellbeing utilising national priority areas as well as local opportunities	Develop toolkit for new staff health and wellbeing.  Promote an inclusive working environment for all staff. Support establishment of staff health and wellbeing committees across Community Healthcare Dublin South, Kildare & West Wicklow.	2018-2022	Head of Service Human Resource  Head of Service Health and Wellbeing

No.	Action	Measure	Timeframe	Lead
10.5	Utilise Staff Health and Wellbeing Resource Guidance (developed by the Health and Wellbeing Division) to commence the process of embedding a staff health and wellbeing agenda across the CHO	Agree actions based on annual survey and implement initiatives emerging from survey results.	2018-2022	Heads of Service
10.6	Promote walking and active travel as a strategy to reduce the risks of sedentary work practices including prolonged sitting	Promote healthy lifestyles in the workplace. Engage with the Irish Heart Foundation Active at work initiatives. Introduce ICT message prompts on health and wellbeing emails.	2018-2022	Head of Service Health and Wellbeing
10.7	Promote and increase uptake of the flu vaccine among all staff both front line service providers and managerial and administrative staff	Aim to increase the uptake every year in line with national guidelines, among staff and service providers, of the flu vaccine.	2018-2022	Heads of Service
10.8	Develop and support the mental health and wellbeing of staff in co-operation with the Wellbeing and Mental Health Programme	Commence the implementation of the National Wellbeing and Mental Health Programme for staff.	2018-2022	Head of Service Human Resource Head of Service Health and Wellbeing
10.9	Implement the Breastfeeding Policy / Strategy for staff	Continue to implement the HSE Breastfeeding Policy for staff.	2018-2022	Heads of Service
10.10	Support staff to prepare for retirement and the transitional stage from work to retirement in relation to their health and wellbeing.	Offer preretirement training for staff. Work with the National Diversity, Equality & Inclusion to offer alternative programmes to support staff to prepare for retirement.	2018-2022	Head of Service Human Resource Head of Service Health and Wellbeing
10.11	Assist in national evaluations and piloting of Staff health and Wellbeing initiatives to develop a consistent approach to Staff Health and Wellbeing	Continue to evaluate Staff health and Wellbeing initiatives	2018-2022	Head of Service Health and Wellbeing
10.12	Promote and support behaviour change efforts of staff through the HSE staff health and wellbeing programme	Continue to promote and support behaviour change efforts of staff	2018-2022	Head of Service Health and Wellbeing





## Sexual Health

The World Health Organisation (WHO) has defined sexual health as: a state of physical, emotional, mental and social wellbeing in relation to sexuality; it is not merely the absence of disease, dysfunction or infirmity.

Therefore sexual health requires a positive and respectful approach to sexuality and sexual relationships as well as the possibility of having pleasurable and safe sexual experiences, free of coercion, discrimination and violence.

Community Healthcare Dublin South, Kildare & West Wicklow is committed to supporting and implementing the actions of Ireland's first National Sexual Health Strategy 2015 - 2020.

The National Sexual Health Strategy envisions that everyone in Ireland experiences positive sexual health and wellbeing through the provision of sexual health promotion, education and prevention.

Community Healthcare Dublin South, Kildare and West Wicklow also fully supports the new campaign run by the HSE Sexual Health and Crisis Pregnancy Programme #respectprotect. This campaign will actively encourage people who are thinking of having sex or are sexually active, to think ahead, access correct information and to practice safer sex. It continues to focus on the importance of using condoms to protect against Sexually Transmitted Infections (STIs) and as a form of contraception.

Community Healthcare Dublin South, Kildare & West Wicklow will work collaboratively with our partners nationally, locally and within the voluntary sector to ensure sexual health information and resources are available to those who require them.

No.	Action	Measure	Timeframe	Lead
11.1	Identify and assign designated personnel to implement the sexual health strategy and associated campaigns.	Assign Area Lead to implement the Sexual Health Strategy	2021	Head of Service Health and Wellbeing
11.2	Map the current sexual health within the Community Healthcare area	Based on the findings and recommendations from the National mapping of STI and Contraceptive Services and the National Needs Assessment, review signpost and develop local services.	2021	Head of Service Health and Wellbeing



No.	Action	Measure	Timeframe	Lead
11.3	Facilitate staff to attend sexual health relating training e.g. Foundation Programme in Health Promotion, LGBTI Awareness, transgender health.	Offer relevant training to staff.	2021	Head of Service Health and Wellbeing
11.4	Review and map any initiatives in place to support positive health for LGBTI	Mapping exercise to be completed for LGBTI and initiatives.	2021	Head of Service Health and Wellbeing
11.5	Implement process to ensure all area leads are aware of the available free sexual health resources and training opportunities..	Area Leads to ensure all relevant staff groups are aware of free sexual health and training opportunities. (Condom distribution service, Health promotion material, HSE & HSE funded training) and encourage uptake  Continue to support and promote sexual health campaigns such as <i>'Johnny's got you covered', 'Man2Man', 'Positive Options', 'Abortion Aftercare' and HSE websites</i>	2021	Head of Service Health and Wellbeing
11.6	Implement process to ensure all sexual health programmes and services address marginalise groups to reduce health inequalities	Area Lead to ensure within existing resources, that all marginalised groups including adults with disabilities will have access to sexual health education and support in a safe and non-judgemental atmosphere.	2021	Heads of Service
11.7	Identify all referral pathways in signposting STI and crisis pregnancy and post-abortion support services (in CHO area)	Promote and support all referral pathways	2018-2022	Head of Service Health and Wellbeing
11.8	Promote locally the availability of free crisis pregnancy counselling services and post abortion counselling through information campaigns in partnership with the National Sexual Health and Crisis Pregnancy Programme	Promote and Support in partnership with National Sexual Health and Crisis Pregnancy Programme	2018-2022	Head of Service Health and Wellbeing
11.9	Following the publication of a sexual health training strategy in 2018, implement a strategic approach to training in consultation with local service providers and the National Programme	Support the implementation of a strategic approach to training.	2018-2022	Head of Service Health and Wellbeing
11.10	Promote an inclusive working environment for all staff working in the HSE	Continue to Promote an inclusive working environment for all staff working in the HSE	2018-2022	Head of Service Health and Wellbeing

## Local Community Development Committee - National Action

The building of partnerships is highlighted in the HI Framework as Healthy Ireland's bringing together people and organisations from across the country into a national movement to address the social, economic and environmental factors that contribute to poor physical and mental health and to address health inequalities.

A strong partnership has been established with the Department of the Housing, Planning, Community and Local Development and the Local Community Development Committees (LCDCs). A representative from the HSE is a member of almost all of the 31 LCDCs including representation from Community Healthcare Dublin South, Kildare & West Wicklow. All of the recently published Local Community Development Plans (LECPs) included health elements for the improvement of health and wellbeing of their communities. This approach reflects a shared commitment in Government and throughout communities to support people to be as healthy and well as they can.

No.	Action	Measure	Timeframe	Lead
12.1	Support the HSE LCDC representatives on LCDCs within CHO to contribute to the implementation of the health and wellbeing actions in the LECP, and the wider determinants of health.	HSE representatives on LCDC to contribute to the implementation of the Healthy Ireland Framework and development of Healthy Ireland plans.	2018-2022	Heads of Service
12.2	Support the development of National Implementation plan to promote positive ageing and improve physical activity levels in collaboration with local agencies through participation in Age Friendly County Committees and through supporting the implementation of agreed national action through LCDC and other local partnerships.	HSE representatives on LCDC to contribute to promotion of positive ageing and improve physical activity levels in collaboration with local agencies.	2018-2022	Heads of Service
12.3	Continue to work in partnership with CYPSC	HSE representatives on CYPSC'S to contribute to the implementation of the Healthy Ireland Framework and development of Healthy Ireland plans.	2018-2022	Head of Service: Health & Wellbeing Primary Care
12.4	Continue to support Health Cities and Counties in collaboration with Health & Wellbeing Division	HSE representation will continue to support Healthy Cities and Counties	2018-2022	Head of Service Health and Wellbeing
12.5	Continue to facilitate park runs and other physical activity in conjunctions with Sports Partnerships	HSE will continue to work with Sports Partnerships to facilitate initiatives.	2018-2022	Head of Service Health and Wellbeing
12.6	Continue to work with local partnerships to support the populations eg mental health, community support groups etc	HSE will continue to work with Partnerships to support the populations eg mental health, community support groups etc	2018-2022	Heads of Service



## 13 Strengthening Partnerships

Community Healthcare Dublin South, Kildare & West Wicklow works collaboratively with statutory community and voluntary agencies. The success of the Community Healthcare Dublin South, Kildare & West Wicklow Healthy Ireland Implementation Plan will be dependent on the strength of this collaboration.

Community Healthcare Dublin South, Kildare & West Wicklow will continue to seek to develop strong partnerships to achieve the actions of this plan with a particular focus on collaborative development across all stakeholders.

No.	Action	Measure	Timeframe	Lead
13.1	Support the implementation and oversight of Warmth and Wellbeing pilot in partnership with key stakeholders	Continue to support the Warmth and Wellbeing pilot scheme.	2018-2022	Heads of Service
13.2	Work with existing local community groups to support Wellbeing initiatives within communities	Engage with local businesses to provide support for specific Health Ireland Projects.	2018-2022	Heads of Service Health and Wellbeing
13.3	Create and strengthen cross-sectoral partnerships for improved health outcomes and address health inequalities	Social Inclusion will continue to engage with all partners to improve the health of the most vulnerable.	2018-2022	Heads of Service Health and Wellbeing
13.4	Coordinate HSE support for local authorities to become members of the National Network of Healthy Cities and Counties	HSE representation will continue to support Healthy Cities and Counties	2018-2022	Head of Service Health and Wellbeing
13.5	Pro-actively facilitate local translation and implementation of national policy (HEAL, Positive Aging, Mental Health and Wellbeing) through partnerships with relevant organisations such as Sports Partnerships, Local Authorities, Local Development Companies etc.	HSE representatives on LCDC to contribute to promotion of positive ageing and improve physical activity levels in collaboration with local agencies	2018-2022	Head of Service Health and Wellbeing
13.6	Support and influence the spend on HI funding received from Department of Health and other government agencies.	Through LCDC's ensure HI Priority areas remains the focus for spending	2018-2022	Head of Service Health and Wellbeing

## Sustainability

The HSE Sustainability Strategy for Health 2017-2019 embraces the approach of the entire Irish Health Sector to Sustainability. By reducing our environmental impact through improved services and education programmes will allow the population served by Community Healthcare Dublin South, Kildare and West Wicklow and its staff to live and acknowledge the importance of a healthier environment.



No.	Action	Measure	Timeframe	Lead
14.1	Foster participation and engagement of staff at all levels of the organisation in creating cultural and organisational change towards sustainable systems	Number of staff initiatives	2022	Head of Health and Wellbeing
14.2	Monitor, measure and report on the HSE's annual energy use to improve understanding of consumption and promote efficiency	Annual audits	2022	Estates, Maintenance, NHSO
14.3	Minimise water consumption in healthcare facilities.  Monitor, measure and report on water use to improve understanding of consumption and promote efficiency in healthcare facilities.	Consumption figures	2022	Estates, Maintenance, NHSO
14.4	Increase recycling; promote the re-use of materials, correct segregation of waste, waste disposal and waste recovery in healthcare facilities.	Levels of recycling	2022	Head of Health and Wellbeing
14.5	Provide education to health service staff in relation to waste reduction including food waste and risk waste.	Number of staff education events	2022	Head of Health and Wellbeing
14.6	Monitor, measure and report on waste in healthcare facilities to improve understanding of consumption and promote efficiency.	Annual reports	2022	Maintenance
14.7	Promote health and wellbeing through improved opportunities for active and sustainable transport.	Number of staff participating	2022	Estates, Head of Health and Wellbeing

## Research Health Intelligence

Community Healthcare Dublin South, Kildare & West Wicklow recognises that health research is essential to generate new knowledge to inform evidence based practice.

A national research and development function has been established to support and deliver the action plan for Health Research 2009 - 2013. Supporting the national agenda by fostering a research culture within Community Healthcare Dublin South, Kildare & West Wicklow, increasing the integration of research into health service delivery and developing research capacity are all key areas of focus for the Community Healthcare Dublin South, Kildare & West Wicklow management team.

No.	Action	Measure	Timeframe	Lead
15.1	Commitment to support the HSE Research and Development function by cooperating in the gathering and dissemination of research related information as well as to the implementation of governance arrangements at local level for the research activity as per future national guidelines	Continue to support the HSE Research and Development	2018-2022	Head of Service Health and Wellbeing

### HSE Communicating Clearly Guidelines



We will ensure that all Healthy Ireland communications and materials are produced in plain English using the HSE Communicating Clearly Guidelines. ([www.hse.ie/communicatingclearly](http://www.hse.ie/communicatingclearly))





# Appendices

## Strategies

- A Healthy Weight for Ireland; Obesity Policy & Action Plan (<https://health.gov.ie/wp-content/uploads/2016/09/A-Healthy-Weight-for-Ireland-Obesity-Policy-and-Action-Plan-2016-2025.pdf>)
- Better Outcomes, Brighter Futures: A National Framework for Children and Young People 2014-2020 ([https://www.dcy.gov.ie/documents/cypp\\_framework/BetterOutcomesBetterFutureReport.pdf](https://www.dcy.gov.ie/documents/cypp_framework/BetterOutcomesBetterFutureReport.pdf))
- Connecting for Life: Irelands National Strategy to Reduce Suicide 2015-2020 (<https://www.healthpromotion.ie/hp-files/docs/HME00945.pdf>)
- Dublin Midlands Hospital Group Healthy Ireland Implementation Plan 2018-2020 (<https://www.hse.ie/eng/about/who/healthwellbeing/healthy-ireland/publications/dublin-midlands-hospital-group-hi-plan.pdf>)
- Future Health: A Strategic Framework for Reform of the Health Service 2012-2015 ([https://health.gov.ie/wp-content/uploads/2014/03/Future\\_Health.pdf](https://health.gov.ie/wp-content/uploads/2014/03/Future_Health.pdf))
- Get Ireland Walking Strategy and Action Plan 2017-2020 ([http://www.getirelandwalking.ie/\\_files/2017103145513\\_626b84f6.pdf](http://www.getirelandwalking.ie/_files/2017103145513_626b84f6.pdf))
- Healthy Ireland Framework: A Framework for Improved Health and Wellbeing 2013-2025 (<https://health.gov.ie/wp-content/uploads/2014/03/HealthyIrelandBrochureWA2.pdf>)
- Healthy Ireland in the Health Services Implementation Plan 2015-2017 (<https://www.hse.ie/eng/about/who/healthwellbeing/healthy-ireland/healthy-ireland-in-the-health-services/healthy-ireland-in-the-health-services-implementation-plan-2015-20171.pdf>)
- Healthy Ireland Survey 2017 ([https://health.gov.ie/wp-content/uploads/2017/10/16-048825-Healthy-Ireland-Survey-18-October\\_for-printing.pdf](https://health.gov.ie/wp-content/uploads/2017/10/16-048825-Healthy-Ireland-Survey-18-October_for-printing.pdf))
- Living Well with Chronic Conditions Framework for Self-Management Support (<https://www.hse.ie/eng/health/hl/selfmanagement/hse-self-management-support-final-document1.pdf>)
- Ireland East Hospital Group Healthy Ireland Implementation Plan 2016-2019 (<https://www.hse.ie/eng/about/who/healthwellbeing/healthy-ireland/publications/ireland-east-hg-hi-implementation-plan-2016-2019-.pdf>)
- Kildare Age Friendly County Strategy 2016-2018 (<http://agefriendly.ie/kildareagefriendly/wp-content/uploads/Kildare-Age-Friendly-Strategy.pdf>)
- Making Every Contact Count; A Health Behaviour Change Framework and Implementation Plan for Health Professionals in the Irish Health Service (<https://www.hse.ie/eng/about/who/healthwellbeing/making-every-contact-count/making-every-contact-count-framework.pdf>)
- National Sexual Health Strategy 2015-2020 (<https://health.gov.ie/wp-content/uploads/2015/10/National-Sexual-Health-Strategy.pdf>)
- RCSI Healthy Implementation Plan 2016-2019 (<https://www.hse.ie/eng/services/publications/hospitals/rcsihiplan.pdf>)
- Reducing Harm, Supporting Recovery; A Health Response to Drug & Alcohol Use in Ireland 2017-2025 (<https://health.gov.ie/wp-content/uploads/2017/07/Reducing-Harm-Supporting-Recovery-2017-2025.pdf>)
- Saolta Group University Healthy Ireland Implementation Plan 2015-2017 (<https://www.hse.ie/eng/about/who/healthwellbeing/healthy-ireland/hidocs/saoltahiplan.pdf>)
- Sustainability Strategy for Health 2017-2019 (<https://www.hse.ie/eng/services/news/newsfeatures/healthsustainabilityoffice/hse-sustainability-final.pdf>)
- The National Guidelines on Physical Activity for Ireland ([https://health.gov.ie/wp-content/uploads/2014/03/active\\_guidelines.pdf](https://health.gov.ie/wp-content/uploads/2014/03/active_guidelines.pdf))
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- University of Limerick Hospitals Healthy Ireland Implementation Plan 2016-2019 (<https://www.hse.ie/eng/services/news/media/pressrel/ulhospitalgroupimplemентаionplan.pdf>)
- CHO1 Flu campaign Poster

## Websites

[www.photocollage.com](http://www.photocollage.com)  
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[www.hse.ie](http://www.hse.ie)  
[www.healthatlasireland.ie](http://www.healthatlasireland.ie)

## Photographs

- ‘Perpetual Motion’ by Remco De Fouw and Rachel Joynt, 1996, Per Cent for Art scheme, Kildare County Council and National Roads Authority.
- ‘Rathangan Walkway’ by Sheena O’Rourke, HSE.
- HSE Community Healthcare Dublin South, Kildare & West Wicklow Newsletter
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- Kildare Sports Partnerships
- Tommy Clancy Photography

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## Notes

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