



An Roinn Sláinte  
Department of Health

# Sláintecare.

Right Care. Right Place. Right Time.

Progress Report

January – June 2021



Sláintecare Implementation  
Strategy & Action Plan  
**2021 – 2023**

## Sláintecare Implementation Strategy & Action Plan 2021-2023 Overview: January-June 2021

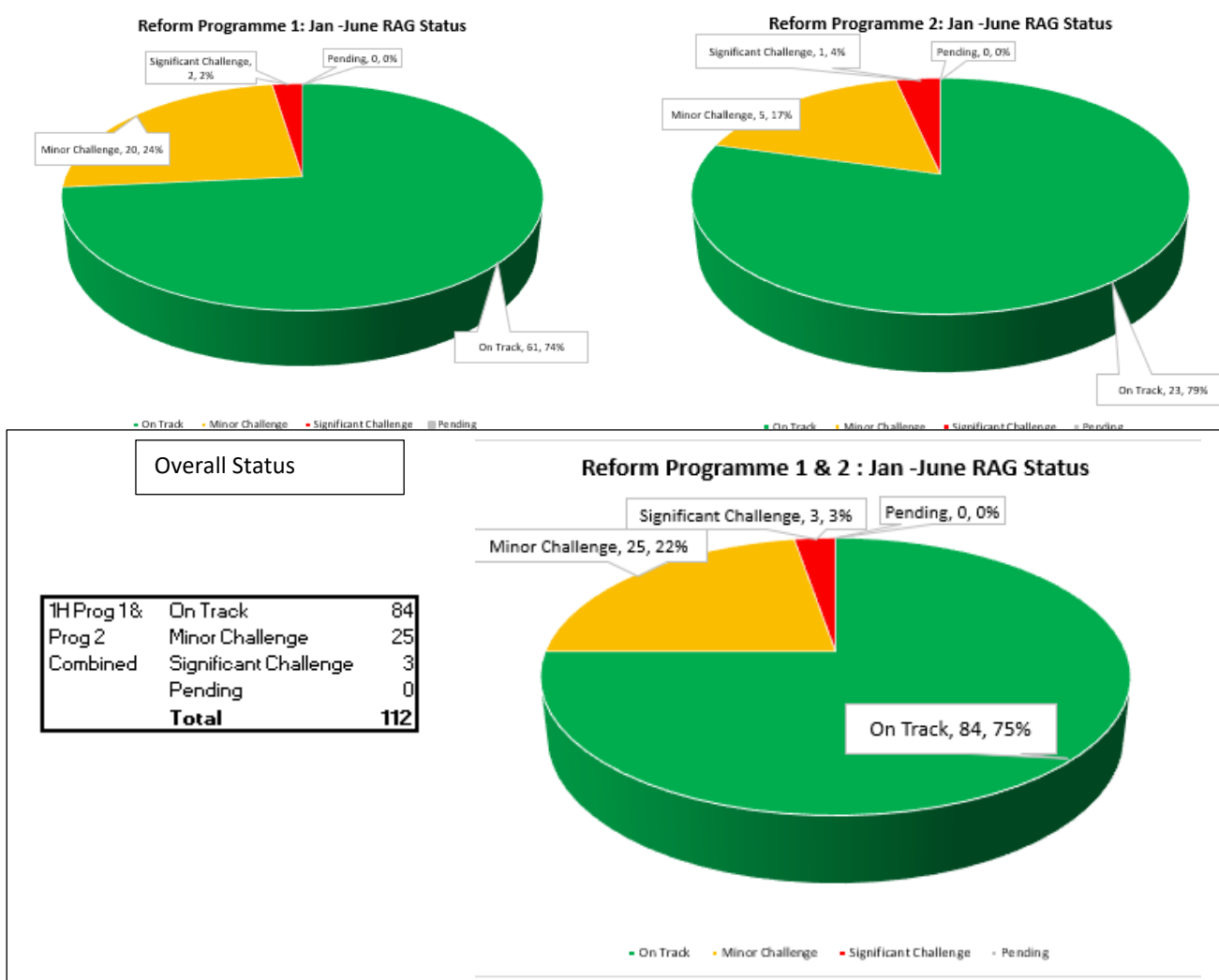
The vision of Sláintecare is to achieve a universal single-tier health and social care system, where everyone has equitable access to services based on need, and not ability to pay.

The Sláintecare Implementation Strategy & Action Plan 2021-2023, approved by Government in May 2021, builds on the reform progress made to date. This Strategy & Action Plan focuses on two reform programmes.

- Programme One: Improving Safe, Timely Access to Care and Promoting Health & Wellbeing, centres on integration, safety, prevention, shift of care to the right location, productivity, extra capacity and achieving Sláintecare waiting time targets.
- Programme Two: Addressing Health Inequalities, centres on addressing health inequalities towards universal healthcare.

Eleven Projects have been developed and are aligned with key national strategies, policies and initiatives.

This progress report is the first to be published under the Strategy & Action Plan. With a total of 112 deliverables for January - June 2021, 84 were on track, 25 have been progressed with a minor challenge and 3 with significant challenge. A summary of progress for each of these at end June 2021, is shown in the graphs below:



The following RAG status rating was used:

- GREEN - ON TRACK: A deliverable is deemed on 'track' if deliverable is completed or progressing to plan
- AMBER – MINOR CHALLENGE: A deliverable is deemed to be in 'minor challenge' if some or all of the key deliverable is off track by no more than 1 quarter and overall project can still be delivered to agreed final project timelines

- RED – SIGNIFICANT CHALLENGE: A deliverable is deemed to be in ‘significant challenge’ if some or all of the key deliverable is off track to a level that the overall project milestones will not be delivered unless major mitigation actions are put in place.

## Sláintecare Implementation Strategy & Action Plan 2021-2023 January to June 2021 Highlights

### Reform Programme 1: Improving Safe, Timely Access to Care & Promoting Health & Wellbeing

#### Project 1 – Implement Health Service Capacity Review (HCR 2018)

- *The HCR 2018 was updated in Q1 to take account of investment/progress made since the Report was published;*  
*The Healthy Ireland Strategic Action Plan 2021-2025 was approved by Government;*  
*The Rollout of Community Healthcare Networks and Community Intervention Teams is underway, although progress was impacted by COVID-19 and the HSE cyber-attack;*  
*The GP-led Chronic Disease Management (CDM) Programme was extended to all eligible patients aged 65 years and over, and the Opportunistic Case Finding and Preventive Treatment components of the CDM Programme commenced for eligible patients over 75; and*  
*The 2021 HSE Capital Plan was agreed.*

#### Project 2 – Scale and Mainstream Integration Innovation

- *The Sláintecare Integration Fund projects were evaluated, with 38 projects identified for mainstreaming and scaling to HSE under the Enhanced Community Care Fund;*  
*The ICGP Research Hub was established.*

#### Project 4 - Develop Elective Centres in Dublin, Cork and Galway

- *The Elective Hospitals Preliminary Business Case was substantially progressed.*

#### Project 5 – Implement a Multiannual Waiting Lists Reduction Plan

- *Extensive work was undertaken to develop and agree a Plan.*

#### Project 6 – Implement the eHealth Programme

- *While this Programme has been impacted by the Cyber Attack and COVID ICT priority projects, there has been substantial progress on the rollout of Individual Health Identifiers to all vaccinated people; and the Health Visualisation Platform Programme was progressed.*

#### Project 7 – Remove private care from public hospitals – implement the Sláintecare Consultant Contract

- *The implementation of the public-only consultant contract progressed;*  
*A cross-departmental working group was established to develop a roadmap for the removal of private practice from public hospitals.*

### Reform Programme 2: Addressing Health Inequalities

#### Project 1 – Develop a Citizen Care Masterplan

- *Work commenced on the development of policy options on future eligibility/entitlement;*  
*The Consultant in Public Health Medicine contract and post numbers were agreed.*

#### Project 2 – Roll-out Sláintecare Healthy Communities Programme

- *The 19 SHC areas were agreed, based on the SICAP areas;*  
*The HSE services were agreed;*  
*Governance structures and local authority SLAs were drafted.*

#### Project 3 – Develop Regional Health Areas

- *Potential models of regionalisation were considered and the overall RHA business case was advanced, however progress has been impacted by COVID-19 and the cyber-attack.*

**Project 4 – Implement Obesity Policy and Action Plan 2016-2025**

- *The HSE Model of Care on Overweight and Obesity was launched; Substantial progress on the implementation and evaluation of the Obesity Policy and Action Plan was made together with cross governmental partners.*

## Sláintecare Strategic Action Plan: January to June 2021 Deliverables Progress Report

### Reform Programme 1: Improving Safe, Timely Access to Care & Promoting Health & Wellbeing

Project	Quarter	2021 Quarterly Deliverable	Qtr 2021 Deliverable Status	2021 Quarterly Deliverable Comment
<b>Project 1 – Implement Health Service Capacity Review (HCR 2018)</b>  <b>Workstream 1 – Healthy Living Q1</b>	Q1	Progress Healthy Age Friendly Homes Programme	On Track	Criteria agreed for site selection, with 9 local authorities included. Target agreed of 4,500 home assessments over 2-year period of programme (5 referrals per week per site). Service-level Agreement between Meath County Council/Age Friendly Ireland and DoH/Sláintecare signed. Interviews completed and panels formed for 9 local co-ordinator posts and 1 national manager. Initial stakeholder engagement commenced with HSE, Dept of Housing and Local Authorities.
	Q1	Finalise <b>Healthy Ireland</b> 5-year Strategic Action Plan (HI Plan)	On Track	The Healthy Ireland 5-year Strategic Action Plan was finalised and will be published in quarter 2.
	Q1	Continue Resilience Campaign with government and agency partners	On Track	The <b>Keep Well</b> Campaign was very well supported by HI and partners, and is now drawing to a close following the March 2021 end date.
	Q1	Consider metrics to monitor progress (of Healthy Living) in line with Health Service Capacity Review (2018) targets	On Track	Sláintecare procured a Reform Overview as part of the Department of Health/HSE Service Planning process, by commissioning the co-authors of the Health Service Capacity Review (2018), PA Consulting Services Ltd., to report on suggested KPIs for tracking the key benefits as set out in the Health Capacity Review. This report was completed in March 2021.
	Q1	Progress key ‘prevention’ initiatives in line with HSE National Service Plan (NSP) 2021	On Track	Continued to work with HSE on physical activity, social prescribing, sexual health, obesity, Healthy Cities and Counties, HEAL, MECC and a wide variety of other initiatives.
	Q1	Progress development of new settings-based approaches to healthy behaviours	On Track	Settings-based approaches incorporating Healthy Workplaces and the expansion of Healthy Clubs progressed. Reviewed the evidence for settings-based approaches to support health behaviour change.

Project	Quarter	2021 Quarterly Deliverable	Qtr 2021 Deliverable Status	2021 Quarterly Deliverable Comment
<b>Workstream 1 – Healthy Living Q2</b>	Q2	Publish Healthy Ireland 5-year Strategic Action Plan (HI Plan) and rollout Implementation Plan	On Track	The Healthy Ireland Strategic Action Plan was published on Tuesday 11 May 2021 following government approval.
	Q2	Launch Social Prescribing Policy and projects	On Track	The HSE Social Prescribing Framework was launched on 15 July 2021. Engagement with HSE is ongoing.
	Q2	Establish Healthy Campuses Advisory Group and agree seed funding	On Track	Healthy Campus Framework launched.
	Q2	Develop HI Campaigns programme	On Track	The <b>Keep Well</b> Campaign concluded successfully, and future campaigns are being developed including for Obesity.
	Q2	Agree priorities for Healthy Ireland Fund investment	On Track	Priorities for Healthy Ireland (HI) Fund support multiple projects at local level and a number at national level, including HI at your library, Sport Ireland participation, Amenities Database, Active School Flag and many more.
	Q2	Implement key ‘prevention’ initiatives in line with HI Plan and NSP 2021	On Track	Implementation of key prevention initiatives including the National Physical Activity Plan (NPAP) and Obesity Policy and Action Plan (OPAP) continued, with cross disciplinary Implementation Groups meeting regularly. Recent progress reports are available on the Healthy Ireland website.
	Q2	Work with HSE on restoration of Sexual Health services impacted by COVID-19	On Track	Services are largely restored apart from necessary limits to clinic capacity as a result of social distancing requirements. Engagement with HSE ongoing; re-opening will be in line with public health restrictions and HSE Safe Return to Work protocols.
	Q2	Work with Government to support smoking cessation initiatives targeted at disadvantaged groups	On Track	HSE continuing with a number of programmes, including QUIT.
	Q2	Support the development of a communications strategy to improve public understanding, trust and uptake of screening	On Track	A range of stakeholder engagement opportunities were identified and delivered, including engagement with media and political system on various screening issues and publication of first annual report of the National Screening Advisory Committee, as well as delivery by NSS of public awareness campaigns on the HPV test in cervical cancer screening and BowelScreen awareness.

Project	Quarter	2021 Quarterly Deliverable	Qtr 2021 Deliverable Status	2021 Quarterly Deliverable Comment
	Q2	Support implementation of 'Sharing the Vision' in line with NSP 2021	On Track	Work commenced on an Evidence Review to inform the Mental Health Promotion Plan. Progressed the development of the Mental Health Promotion Action Plan. Mental Health module included in the Healthy Ireland Survey, due to be published in Q3, 2021. Work on physical activity, Keep Well and social prescribing and many other Healthy Ireland projects are supporting positive mental health.
<b>Workstream 2 – Enhanced Community Care (ECC) Q1</b>	Q1	Initiate rollout of additional community bed capacity in line with NSP and Budget 2021	On Track	As at end Q1, 666 additional community beds (including rehabilitation beds) were in place versus the 1,104 planned. The level implemented reflects reduced demand and reduced occupancy.
	Q1	Commence implementation of ECC programmes, including rollout of 57 Community Healthcare Networks (CHN), 18 Specialist Hubs, Integrated Care Programmes for Older People and Chronic Disease Management (ICPOP & CDM), Community Intervention Teams (CIT), Ambulance See & Treat, and Virtual Wards	Minor challenge	The rollout of the ECC programme commenced but progress was impacted due to COVID-19 with staff being redeployed to deal with the impacts of the pandemic at community level (contact tracing, vaccination programme etc). 18 of 18 ICPOP teams were partially completed; ICPCDM teams remained to be initiated. CIT - Recruitment of the required 5 new CITs was progressed and 3 were enhanced with teams reporting on activity. Ambulance See & Treat community initiatives have progressed in Q1 with a view to reducing hospital attendance and improving patient experiences.
	Q1	Continue rollout of GP Structured Chronic Disease Management Programme	On Track	The Modified CDM Programme continued in 2021, in line with the rollout of the CDM Treatment Programme to eligible patient cohorts, with the extension of both programmes to all eligible patients aged 65 years and over. The Opportunistic Case Finding and Preventive Treatment components of the CDM Programme commenced for eligible patients over 75.
	Q1	Rollout expansion of community diagnostic provision	On Track	Increased GP access to radiology services went live with 5 private providers on the 18th of January 2021. 15,647 (of 27,264) radiology scans of various modalities were reported as complete from the 18th of January to 31st of March. Plans are underway to provide additional access later in 2021 to Chronic Disease diagnostics for Echocardiogram, Spirometry and NT proBNP blood test.

Project	Quarter	2021 Quarterly Deliverable	Qtr 2021 Deliverable Status	2021 Quarterly Deliverable Comment
	Q1	Advance development of statutory home support scheme	On Track	Scope of pilot agreed. Evaluation framework progressing.
	Q1	Rollout increased home supports	Minor challenge	Substantial rollout of home supports was impacted due to COVID-19 challenges at community level.
	Q1	Support implementation of 'Sharing the Vision' in line with NSP 2021	On Track	<p>The National Implementation Monitoring Committee was established with strong service user and voluntary and community sector representation to oversee the implementation of the recommendations in the Sharing the Vision policy and to monitor progress. A HSE Implementation Group is in place with Specialist Groups being established to support the implementation. Key developments in Q1 include:</p> <ul style="list-style-type: none"> <li>- Launch of Model of Care for Talk Therapies and site locations determined</li> <li>- Launch of the 'You are not alone', the new National Suicide Bereavement Support Guide</li> <li>- Mental Health Engagement and Recovery consultation on the Mental Health Act</li> <li>- Crisis Supports - Suicide: Funding for an additional 12 Clinical Nurse Specialist posts released with recruitment underway</li> <li>- Pre development work in process for initiation of pilot sites (CAMHs hubs and Crisis Services)</li> </ul>
	Q1	Consider metrics to monitor progress (of ECC) in line with Health Service Capacity Review (2018) targets	On Track	Sláintecare procured a Reform Overview as part of the Department of Health/HSE Service Planning process to report on suggested KPIs for tracking the key benefits as set out in the Health Capacity Review. This report was completed in March 2021.
	Q1	Continue to progress the implementation of the COVID-19 Nursing Homes Expert Panel recommendations	On Track	Progress on the implementation of the Expert Panel recommendations continues across all recommendations with immediate actions requiring ongoing operationalisation in response to the pandemic, while progress is also being made on the extensive development work required for the longer-term strategic reform recommendations.



Project	Quarter	2021 Quarterly Deliverable	Qtr 2021 Deliverable Status	2021 Quarterly Deliverable Comment
<b>Workstream 2 – Enhanced Community Care (ECC) Q2</b>	Q2	Continue implementation of ECC programmes – including rollout of Hubs, ICPOP, CDM and GP CDM contract	Minor Challenge	Timing of the rollout has been delayed due to the significant impacts of the COVID-19 surge and the impacts of the cyber-attack on the recruitment of new staff. However, enabling works have been progressed in relation to supporting the ECC programme, including estates, ICT, recruitment, governance and integration. Good progress has been made in establishing governance structures across community and hospital groups. Recruitment is now progressing with the expectation that a large number of posts will be filled in Q3 and Q4, and Q1 2022. GP leads are in place for each of the learning sites, with significant clinical support at hospital, community and clinical care programme level.
	Q2	Continue roll-out of community diagnostic provision	On Track	Significant progress has been made on the roll out of the community diagnostics programme. Given the cyber attack, eligibility has been expanded to all patients and is open to hospital referrals. As the initiative is expanded into its second phase, the Echocardiogram and Spirometry service have been successfully progressed. Approval has been obtained to provide GPs access to BNP blood tests via hospital laboratory services, and the provision of these tests will also commence shortly.
	Q2	Continue development of statutory home support scheme	On Track	Work is on-going to determine the optimal approach to the development of the new scheme. This work encompasses the development of the regulatory framework for the new scheme; the examination of the options for the financing model for the scheme; and the development of a reformed model of service-delivery.
	Q2	Continue rollout of increased home supports	Minor Challenge	There are an additional 5 million home support hours in 2021. Rollout of home supports has been impacted due to COVID-19.
	Q2	Develop suite of metrics to monitor implementation of ‘Sharing the Vision’	On Track	First quarterly report is due for the National Implementation Monitoring Committee in Q3 2021
	Q2	Rollout falls prevention teams at multi-network level and CHOs, aligned with ICPOP hubs	Minor Challenge	Falls care pathways still under development

Project	Quarter	2021 Quarterly Deliverable	Qtr 2021 Deliverable Status	2021 Quarterly Deliverable Comment
<b>Workstream 3 – Hospital Productivity Q1</b>	Q2	Commence the first phase of the rollout of the National Patient Advocacy Service to the community to include HSE operated nursing homes	On Track	The Patient Advocacy Service commenced a complaints service for residents of HSE-operated nursing homes and nursing homes operated under section 38 of the Health Act 2004 in June 2021.
	Q2	Undertake consultation on Phase 1 of nursing homes regulatory enhancements	On Track	The development of proposals for the regulatory enhancements is ongoing through the established bilateral regulatory project group. It is expected that high-level proposals will be referred to the COVID-19 Nursing Homes Expert Panel Implementation Oversight Team and the stakeholder Reference Group for consultation.
	Q2	Progress rollout of InterRAI care needs assessment and commence supporting policy development	On Track	Funding of €9 million has been made available in 2021 to progress the roll out of interRAI as the standard assessment tool for care needs in the community, including the recruitment of 136 WTEs. Scoping work has commenced on the necessary policy and protocols to further support the rollout of InterRAI. This work will develop alongside the rollout.
	Q2	Commence scoping work on older persons clinical governance and nursing homes resident safety model/outcomes policies	On Track	A scoping paper on the Development of a Clinical Governance Model for Older Person Care in the Community and Residential Care Settings has been drafted. Initial scoping work on the resident safety model/outcomes policies has commenced.
	Q1	Initiate rollout of additional Acute inpatient, ICU, and day bed capacity in line with NSP and Budget 2021	Minor challenge	The following additional capacity was in place at end Q1: <ul style="list-style-type: none"> <li>- 40 critical care beds v 43 planned</li> <li>- 834 acute beds v 929 planned</li> <li>- 73 sub-acute beds in line with planned capacity.</li> </ul>
	Q1	Commence scoping hospital productivity initiatives in line with HCR reform targets	On Track	Scoping of hospital productivity metrics has commenced in line with Health Capacity Review 2018 and the Health System Performance Assessment Framework.
	Q1	Commence establishment of specialist teams for Ambulatory Care Sensitive Conditions at 7 (Chronic Disease) hub hospitals	Minor challenge	Recruitment process for specialist teams has been initiated in the hospitals.
	Q1	Commence mainstreaming of specialist Frailty Intervention Teams at selected hospitals	Minor challenge	The mainstreaming of specialist Frailty Teams has been agreed with select hospitals. The recruitment process has been initiated and governance arrangements set out.

Project	Quarter	2021 Quarterly Deliverable	Qtr 2021 Deliverable Status	2021 Quarterly Deliverable Comment
	Q1	Initiate establishment of new referral pathway to audiology services across 18 hospitals	Minor challenge	Communications issued to Hospitals to commence recruitment.
	Q1	Begin enhancement of staffing levels to achieve national delivery of Musculoskeletal Medicine (MSK) services across 18 hospitals	Minor challenge	Communications issued to Hospitals to commence recruitment.
	Q1	Begin establishment of orthopaedic virtual trauma assessment (TAC) clinic to achieve national delivery in 18 hospital sites.	Minor challenge	Communications issued to Hospitals to commence recruitment.
	Q1	Begin commissioning of 10 neuro rehab beds at Peamount Hospital and establishment of community neuro rehab teams (in CHO6 & 7)	Minor challenge	10 neuro rehab beds at Peamount Hospital were commissioned. The Neuro-Rehabilitation Managed Community Rehabilitation Network (MCRN) teams in CHO6 & 7 have yet to be established.
	Q1	Develop plans for the provision of accessible and safe care that meets the needs of the homeless population and reduces dependency on EDs and Acute services	On Track	<i>Implement and Evaluate a Homeless Hospital Discharge Programme</i> , commenced as a two-year pilot in 2020, including a hospital discharge protocol through hospital-based specialist homeless multi-disciplinary teams in St. James's and Mater Hospitals. This will ensure appropriate access to and continuity of care for homeless persons leaving hospital, in partnership with the local authority and community service providers. The funding for this is provided in the HSE winter plan and extended to 2021.

Project	Quarter	2021 Quarterly Deliverable	Qtr 2021 Deliverable Status	2021 Quarterly Deliverable Comment
<b>Workstream 3 – Hospital Productivity Q2</b>	Q2	Continue implementation of additional capacity in line with NSP and Budget 2021	Minor Challenge	The Winter Plan/Budget 2021 provided for 1,146 additional acute beds (excluding critical care) over and above beds in the system in January 2020. Up to 21 May, an additional 834 beds have opened, including 426 additional beds opened in 2020, pre-winter period, 404 new beds open as part of the 2020/21 Winter Plan and 4 beds opened as part of NSP 2021.
	Q2	Agree productivity initiatives	Minor Challenge	Productivity improvement initiatives are being developed as part of the Multi-Annual Waiting List Reduction Plan.
	Q2	Progress establishment of specialist teams for Ambulatory Care Sensitive Conditions at 7 (Chronic Disease) hub hospitals	Minor Challenge	Recruitment is being progressed, however the timing of the rollout is delayed due to the significant impact of COVID-19 surge and Cyber attack on recruitment.
	Q2	Progress establishment of specialist Frailty Intervention Teams at selected hospitals	Minor Challenge	Recruitment is being progressed, however the timing of the rollout is delayed due to the significant impact of COVID-19 surge and Cyber attack on recruitment.
	Q2	Continue to complete introduction of new referral pathway to audiology services across 18 hospitals	Minor Challenge	Recruitment is being progressed, however the timing of the rollout is delayed due to the significant impact of COVID-19 surge and Cyber attack on recruitment.
	Q2	Continue to implement staffing levels to achieve national delivery of MSK services across 18 hospitals.	Minor Challenge	Recruitment is being progressed, however the timing of the rollout is delayed due to the significant impact of COVID-19 surge and Cyber attack on recruitment.
	Q2	Continue to complete set up of orthopaedic virtual trauma assessment (TAC) clinic to achieve national delivery in 18 hospital sites.	Minor Challenge	Recruitment is being progressed, however the timing of the rollout is delayed due to the significant impact of COVID-19 surge and Cyber attack on recruitment.
	Q2	Progress plans for the rollout of high quality, accessible and safe care that meets the needs of the homeless population and reduces dependency on EDs and Acute services	On Track	Portal reporting has commenced across homeless services. 13 out of 17 projects are underway, with recruitment in progress to commence the remaining initiatives. Metrics are defined for each of the CHOs to report under.
<b>Project 2 – Scale and Mainstream</b>	Q1	Progress evaluation and selection of Integration Funds Round 1 projects to be mainstreamed/ scaled	On Track	Evaluation Process agreed between SPIO and HSE.

Project	Quarter	2021 Quarterly Deliverable	Qtr 2021 Deliverable Status	2021 Quarterly Deliverable Comment
<b>Integration Innovation Q1</b>	Q1	Progress Transition plan for mainstreaming/scale of successful projects in line with NSP 2021	On Track	Transition planning progressed through extensive engagement with HSE and Pobal on the mainstreaming of successful Sláintecare Integration Fund projects.
	Q1	Monitor progress and impacts of projects being mainstreamed /scaled	On Track	Monthly performance monitoring of all projects is in place together with monthly progress review meetings with Pobal.
	Q1	Continue Integration Innovation Learning Network Webinars to promote best practice nationwide	On Track	Webinars were progressed in Q1 with substantial engagement and interest. The theme of the February webinar was <b>Quality Improvement</b> and the theme of the March webinar was <b>Alternative Pathways</b> .
	Q1	Establish plan to rollout Community Virtual Ward	On Track	A Community Virtual Ward proof-of-concept test has been completed and the report demonstrates very positive improvements in integration of care, patients' symptoms and experience with improved access and choice.
<b>Project 2 – Scale and Mainstream Integration Innovation Q2</b>	Q2	Finalise Transition plan for mainstreaming/scale of successful projects in line with NSP 2021	On Track	38 Projects are on track to transfer to HSE in July 2021. Transition plans for other projects are being finalised.
	Q2	Continue monitoring of progress and impacts of Round 1 projects being mainstreamed / scaled	On Track	Ongoing oversight and monitoring of projects is continuing. Coordination meetings were held monthly in April, May and June.
	Q2	Identify Integration Innovation Funds Round 2 projects	On Track	Progress has been made on funding a number of initiatives
	Q2	Initiate rollout of Community Virtual Ward in line with plan	On Track	The Chief Nurse's Office is working with the HSE to develop plans for wider testing and scalability.
<b>Project 3 – Streamline Care Pathways, from prevention to discharge Q1+Q2</b>	Q1	Initiate review of care pathways as part of Scheduled Care Transformation Programme	On Track	Workshops reviewing care pathways for selected specialities have commenced.
	Q2	Progress best practice care pathways for selected specialities	On Track	Mapping of care pathways for selected specialities commenced. This project has also been factored into the Multiannual Waiting List Reduction Plan under development.

Project	Quarter	2021 Quarterly Deliverable	Qtr 2021 Deliverable Status	2021 Quarterly Deliverable Comment
<b>Project 4 Develop Elective Centres in Dublin, Cork and Galway Q1+Q2</b>	Q1	Obtain Strategic Assessment Report (SAR) (Gate O) approval in line with Public Spending Code	On Track	The SAR for the Elective Hospitals was approved by the Secretary General in February 2021.
	Q1	Progress Preliminary Business Case (PBC) approval (Gate 1)	On Track	A draft PBC was developed and is being reviewed.
	Q2	Progress approval of Preliminary Business Case for Elective Hospitals	On Track	Works progressed in reviewing and updating the draft PBC. An expert panel was established to support the selection of sites for the elective centres at Dublin, Cork and Galway and the selection of suitable sites was substantially progressed.
<b>Project 5 – Implement a Multiannual Waiting Lists Reduction Plan Q1+Q2</b>	Q1	Establish governance and working group	On Track	A working group of DoH, HSE and NTPF was established to develop a Plan.
	Q1	Progress work on scoping development of multi-annual plan	On Track	Work was progressed in relation to scoping the development of this plan.
	Q2	Finalise approach to development of multi-annual plan to reduce waiting lists	On Track	The approach to the development of the multi-annual plan was agreed.
	Q2	Agree actions to deliver a multi-annual plan on reducing waiting lists and assign ownership	Significant Challenge	Actions to deliver the multi-annual plan have been drafted; ownership of actions and implementation oversight is still under consideration.
	Q2	Set up workstreams and commence implementation	Minor Challenge	Implementation has been impacted by the cyber attack. It is expected to set the workstreams up in Q3.
<b>Project 6 – Implement the eHealth Programme Q1+Q2</b>	Q1	Continue rollout of IHIs as part of eVaccination Programme	On Track	Substantial progress has been made on the IHI rollout. Almost everyone registering for the vaccination via the portal has had an IHI assigned to their vax record based on PPSN supplied. When combined with those registered for the vaccine before the public facing portal launched on April 15, over 1 million IHIs had already been assigned.

Project	Quarter	2021 Quarterly Deliverable	Qtr 2021 Deliverable Status	2021 Quarterly Deliverable Comment
	Q1	Progress GP Research Hub	On Track	The ICGP research hub for General Practice has been established. The research will include the collection and analysis of health and wellbeing data within primary care and the development of quality data and analysis to inform policy development, population health profiling and service planning, drive clinical decision making across the State for the benefit of healthcare provision to the public. It is aligned with the principles of Sláintecare, the future vision for delivery of GP services and evidence-based models of integrated care supported by integrated care pathways.
	Q1	Commence rollout of Health Visualisation Platform Programme	On Track	The primary contractor has been engaged, Governance has been established and Project mobilisation has commenced.
	Q1	Continue rollout of community and other eHealth initiatives in line with the HSE ICT Capital Plan	On Track	The Digital Community Oversight Governance Group led by HSE Head of Community Operations was established and meeting fortnightly to set priorities and mobilise projects and resources in this area.
	Q2	Continue rollout of IHIs as part of eVaccination Programme	On Track	Excellent progress has been made in the deployment of the IHI. Everyone who has received a COVID-19 vaccination has an identifier as part of their vaccination record.
	Q2	Progress GP Research Hub	On Track	The research team has been recruited, and the research work programme agreed, with work commenced.
	Q2	Commence rollout of Health Visualisation Platform Programme	On Track	The project had progressed on schedule but further progress is likely to be impacted by knock on impacts of the cyber attack which has diverted all available HSE ICT resources to deal with the emergency.
	Q2	Continue rollout of community and other eHealth initiatives in line with the HSE ICT Capital Plan	Significant Challenge	These projects have been significantly impacted by the cyber attack.
<b>Project 7 – Remove private care from public hospitals – implement the</b>	Q1	Undertake foundational work to enable rollout of new Sláintecare Consultant Contract	On Track	The Public Service Pay Bill 2020 completed Dáil Éireann Third Stage on 31 March 2021.
	Q2	Finalise implementation approach of the new Sláintecare Consultant Contract	On Track	An engagement process is being agreed with the Representative Bodies.

Project	Quarter	2021 Quarterly Deliverable	Qtr 2021 Deliverable Status	2021 Quarterly Deliverable Comment
<b>Sláintecare Consultant Contract Q1+Q2</b>	Q2	Initiate development of roadmap to remove private care from public hospitals	On Track	A cross departmental working group has been established to develop a roadmap for the removal of private practice from public hospitals.



## Sláintecare Strategic Action Plan: January to June 2021 Deliverables Progress Report

### Reform Programme 2: Addressing Health Inequalities

Project	Quarter	2021 Quarterly Deliverable	Qtr 2021 Deliverable Status	2021 Quarterly Deliverable Comment
<b>Project 1 – Develop a Citizen Care Masterplan Q1+Q2</b>	Q1	Set up team to work on population profiling, segmentation and health needs assessment	minor challenge	Initial work began. The team required was identified and will commence in Q2.
Workstream1 – Population profiling and segmentation, and Workstream 2 - Population needs assessment	Q2	Commence work on population profiling, segmentation and health needs assessment	On Track	Work has commenced.
Workstream 3 – Development of Population-Based Resource Allocation Funding Model (PBRA)	Q1	Identify expertise required for PBRA	On Track	Expertise to support the project has been identified.
	Q2	Review work on the development of a funding framework to support population-based resource allocation	On Track	Work previously completed in other units/agencies has been collated and reviewed.
Workstream 4 – Develop Policy proposal and options for achieving universal eligibility across hospitals and community settings	Q1	Gather existing eligibility and entitlement policies and practices	On Track	Existing eligibility and entitlement policies and practices have been gathered. A Background Policy Paper has been developed on <i>Designing the Future Health Basket</i> to be provided under a single-tier health system. The ESRI have also published reports examining resource allocation and financing methods for health care.

Project	Quarter	2021 Quarterly Deliverable	Qtr 2021 Deliverable Status	2021 Quarterly Deliverable Comment
	Q2	Establish group to support the development of policy options on future eligibility/entitlement	On Track	The Group has been established and meetings progressed to support the development of policy options on future eligibility/entitlement.
Workstream 5 - Capital Planning Q1+Q2	Q1	Scope approach for Multiannual Capital Infrastructure Programme	On Track	Phase 1 of the Review of the National Development Plan (NDP) has been completed. This gives an overview of the evidence base developed by DPER as part of the review of the NDP.
	Q1	Consider future infrastructural requirements in line with PfG objectives	On Track	A timetable for the completion of the review of NDP has been agreed. This includes the assessment of departmental submissions, the assessment of climate change interventions and clarification meetings with departments.
	Q2	Continue infrastructure planning considerations in accordance with requirements established in Q1	On Track	The Capital Plan 2021 was approved by HSE Board and submitted to the Minister for review and approval.
	Q2	Consider roadmap for acute hospital modernisation programme in context of Elective Hospitals, Trauma Centre, and Regional Health Areas framework	Minor Challenge	A roadmap has been considered and will be developed further to support population-based planning, and segmentation and health needs assessment requirements.
Workstream 6 - Workforce Planning Q1+Q2	Q1	Consider future workforce requirements as part of the reform programme	On Track	Ireland will be receiving technical support under the European Commission Technical Support Instrument (TSI) 2021 to develop a Health and Social Care Workforce Planning Strategy and Workforce Planning Projection Model based on international best practice. The project will be delivered by the Strategic Workforce Planning Unit in the Department of Health in the context of implementation of Sláintecare reforms and in collaboration with other DoH colleagues, HSE, ERSI and other Government Departments.
	Q2	Set up team to align workforce planning with Workstreams 1 and 2	On track	The team has been established.

Project	Quarter	2021 Quarterly Deliverable	Qtr 2021 Deliverable Status	2021 Quarterly Deliverable Comment
	Q2	Conduct workforce planning considerations in accordance with requirements established in Q1	On Track	Work is underway to supply population-based inputs to the workforce planning programme of work, as well as to address potential data deficits.
	Q2	Agree public health doctors workforce configuration and terms	On Track	A fundamentally reformed and strengthened model for public health in Ireland has been agreed to be established in line with international best practice and the recommendations of the Crowe Horwath report. The introduction of Consultant in Public Health Medicine posts has been agreed to be implemented on a phased basis with a total of 84 Consultant posts over the period June 2021 to December 2023.
<b>Project 2 – Roll-out Sláintecare Healthy Communities Programme Q1+Q2</b>	Q1	Progress the national governance for the programme and work with partners to establish local governance arrangements	On Track	An implementation structure has been designed, including local implementation teams and regional oversight structures aligned with SICAP areas, as well as a National Implementation Team comprised of cross-government departments and their agencies.
	Q1	Continue ongoing stakeholder engagement	On Track	Multiple stakeholder events were held including regular meetings with the HSE implementation team and consultation on the SHCP areas and programme with local authorities via the LGMA. Further local engagement will be held on an ongoing basis.
	Q1	Develop programme of cross-governmental and local initiatives to be considered by Healthy Communities Areas	On Track	The HSE Healthy Communities Programme, including physical health, mental wellbeing and family wellbeing services to be delivered in all areas has been agreed. Further programmes, existing and new, are being identified with other partners and stakeholders.
	Q1	Identify the target areas (up to 18 areas) for investment in 2021	On Track	The process was initiated with the HSE to identify areas based on the Pobal HP index, together with consultation with Pobal and DRCD on defining the target– now 19 – areas, and with local authorities for their input and agreement.
	Q2	Engage with the agreed 18 areas for rollout of Healthy Communities initiatives through local governance groups	On Track	Agreement in principle was reached with CCMA on the Service level Agreement (SLA) and job description for local implementation role.
	Q2	Develop robust population planning and needs assessment to inform rollout	Minor Challenge	Preliminary work has commenced.

Project	Quarter	2021 Quarterly Deliverable	Qtr 2021 Deliverable Status	2021 Quarterly Deliverable Comment
	Q2	Develop implementation metrics, with a particular focus on baselining existing and setting out future outcome measures	Minor Challenge	Preliminary work has commenced.
	Q2	Appoint external research partner	Minor Challenge	Preliminary work has commenced.
<b>Project 3 – Develop Regional Health Areas Q1+Q2</b>	Q1	Set up team to develop business and change management case in line with 2019 Government decision	On Track	A Cross-departmental DoH team was set up and has progressed potential models of regionalisation and the overall RHA business case in consultation with SIAC, DoH Policy Committee, Management Board Policy Forum, and POs.
	Q2	Progress work on development of RHA business case and submit for government approval	Significant Challenge	Revisions are continuing in light of feedback from DoH stakeholders. However, engagement with the HSE, clinicians, and patient representatives has been delayed due to competing cyber attack and pandemic priorities.
<b>Project 4 – Implement Obesity Policy and Action Plan 2016-2025 Q1+Q2</b>	Q1	Re-convene the Obesity Policy Implementation Oversight Group and agree work programme and sub-group focus areas in accordance with <b>Obesity Policy and Action Plan 2016-2025</b>	On Track	The Obesity Policy Implementation Oversight Group has been reconvened. There are 60 recommendations listed under the Ten Steps for implementation. These actions were discussed, progressed and priorities identified for implementation in 2021.
	Q1	Convene Health Obesity Action group to develop position paper for World Obesity Day	On Track	The Health Obesity Action group (renamed the Healthcare Subgroup to the Obesity Policy Implementation Oversight Group) developed and presented a position paper at the World Obesity Day on the 4th of March, together with the launch of the HSE Model of Care on Overweight and Obesity.
	Q2	Progress initiatives on addressing obesity with focus on Healthy Communities rollout	On Track	Substantial implementation has progressed with multiple stakeholders. A Healthy Eating food poverty subgroup has been established to input into the Sláintecare Healthy Communities roll-out. A cross departmental Food in Schools Forum was established also. A Healthcare subgroup has been established to support an integrated approach to rollout of the Obesity Policy actions within the SHC areas. Planning for Adult Obesity

Project	Quarter	2021 Quarterly Deliverable	Qtr 2021 Deliverable Status	2021 Quarterly Deliverable Comment
				communications campaign has been initiated. A Reformulation roadmap action plan has been developed.
	Q2	Monitor progress and impacts of initiatives	On Track	Progress and impacts are being monitored through meetings of the OPIOG and Subgroups. The School of Public Health in UCC are carrying out an evaluation of the implementation of the Obesity Policy and Action Plan. Work is continuing with the Department of Health Research Unit on the evaluation of a Sugar Sweetened Drinks Tax.
	Q2	Examine supports for mothers who wish to breastfeed	On Track	A position paper on resources needed to implement the National Breastfeeding Action plan was developed in conjunction with the HSE. This identified the need for 24 additional Lactation consultants.