



An Roinn Sláinte  
Department of Health

# SláinteCare.

Right Care. Right Place. Right Time.



# Leading Health Policy Implementation

**Laura Magahy, Executive Director  
Sláintecare Programme Implementation Office**

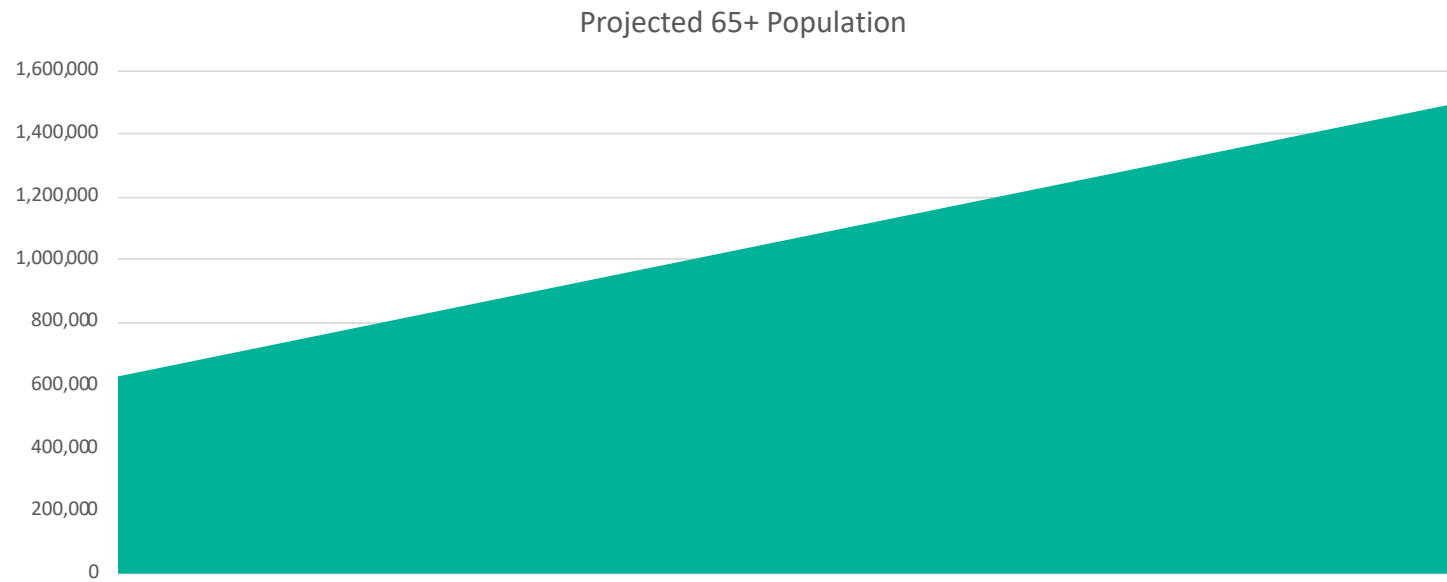
The 15<sup>th</sup> National Health Summit, Croke Park, Dublin  
7<sup>th</sup> February 2019

Over the next ten years our population will  
change radically and our health service  
must change with it.

Growing from 4.6 million people  
to  
5.2 million people...



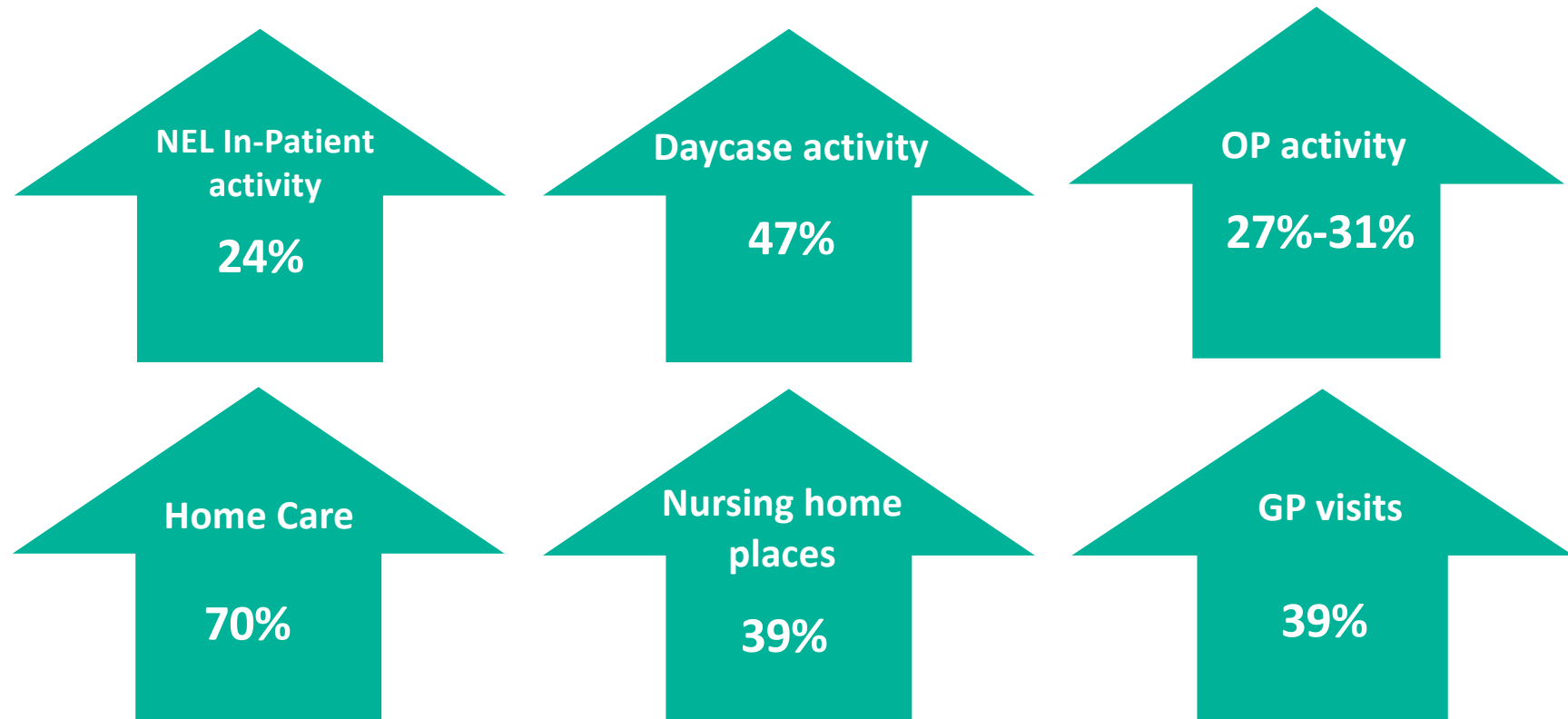
...including a rapidly rising 65+ population.



**This means that health needs are changing...**



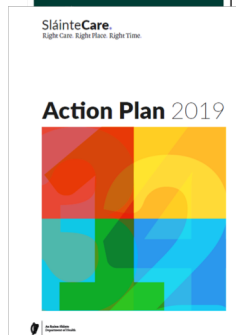
...with demand set to increase across our services.



\* Figures from Health Service Capacity Review

Sláintecare has been designed to create a modern, responsive health and social care service which meets the changing needs of Ireland's population.

## Sláintecare Objectives:



Over the next 10 years, **together** we will...

- Promote the health of our population to prevent illness
- Bring the majority of care into the community
- Create an **integrated** system of care, with healthcare professionals working closely together
- Create a system where care is provided on the basis of need, not ability to pay
- Move our system from long waiting times to a timely service
- Drive accountability and performance in the health service
- Deliver a health service that has the capacity and ability to plan for, and manage, changing needs

The goal is to enable the...



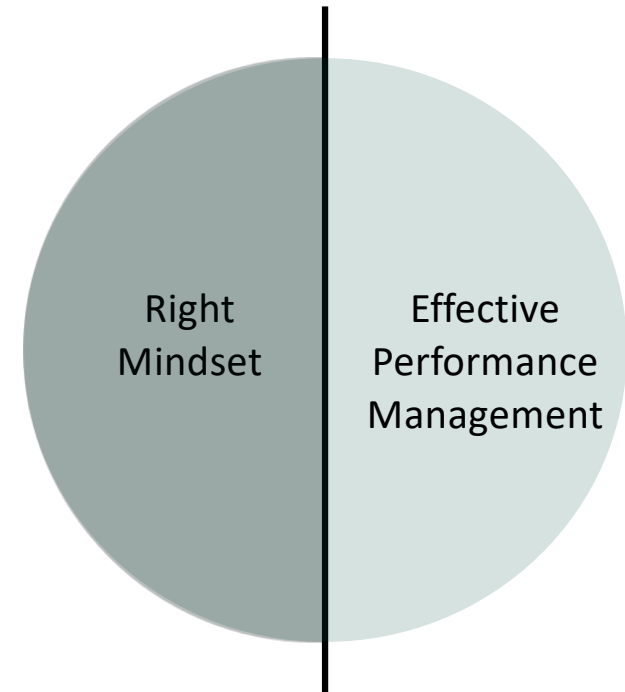
How Sláintecare will be delivered...

# Transformation will depend on

## The Right Mindset

- Guiding coalition
- Shared vision
- Ambition
- Clear priorities
- Urgency
- Capacity to learn rapidly
- Collaboration

Two sides of the same coin

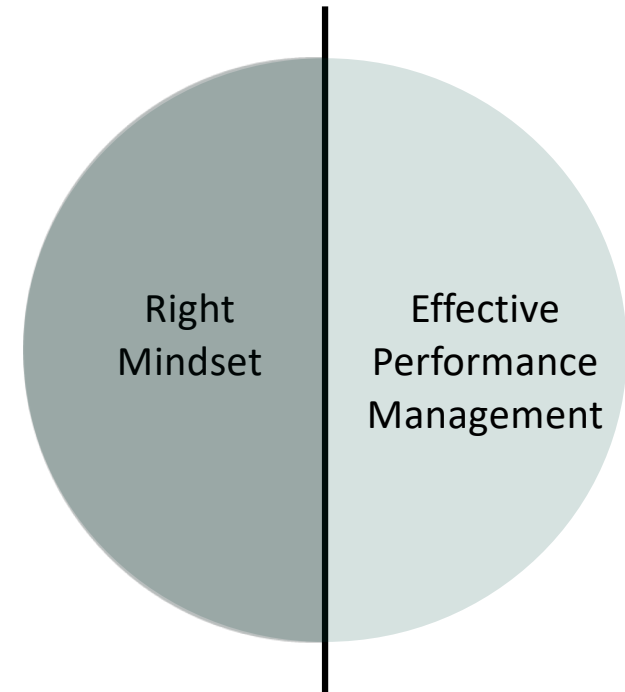




## **... And Effective Performance Management**

- Good real-time data
- Targets
- Best practice transfer
- Transparency
- Management against trajectory
- Capacity to intervene where necessary
- Methods of recognising success

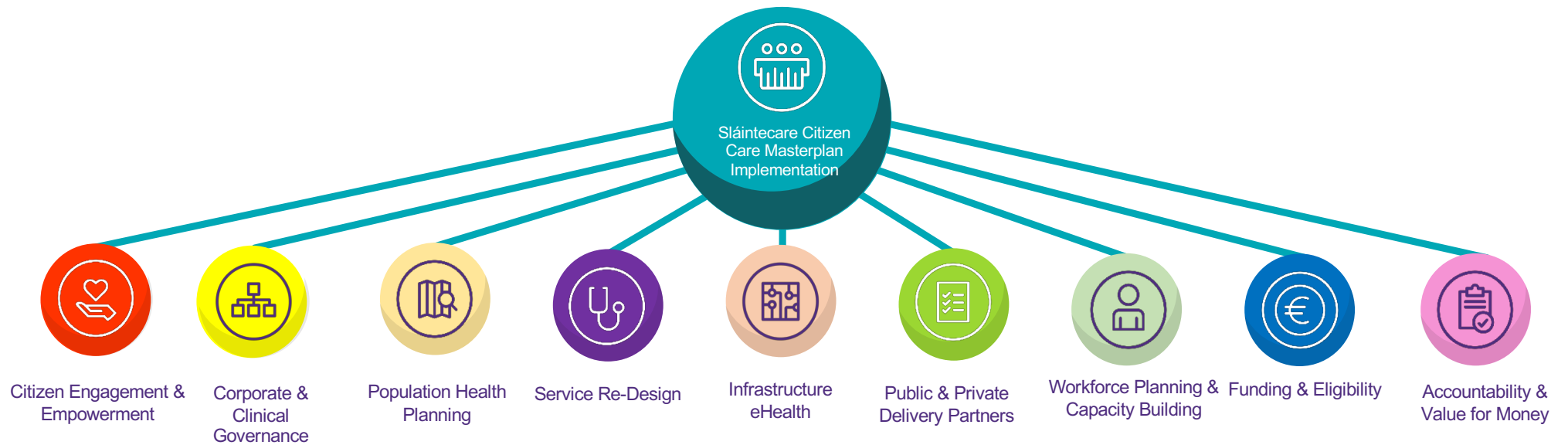
Two sides of the same coin



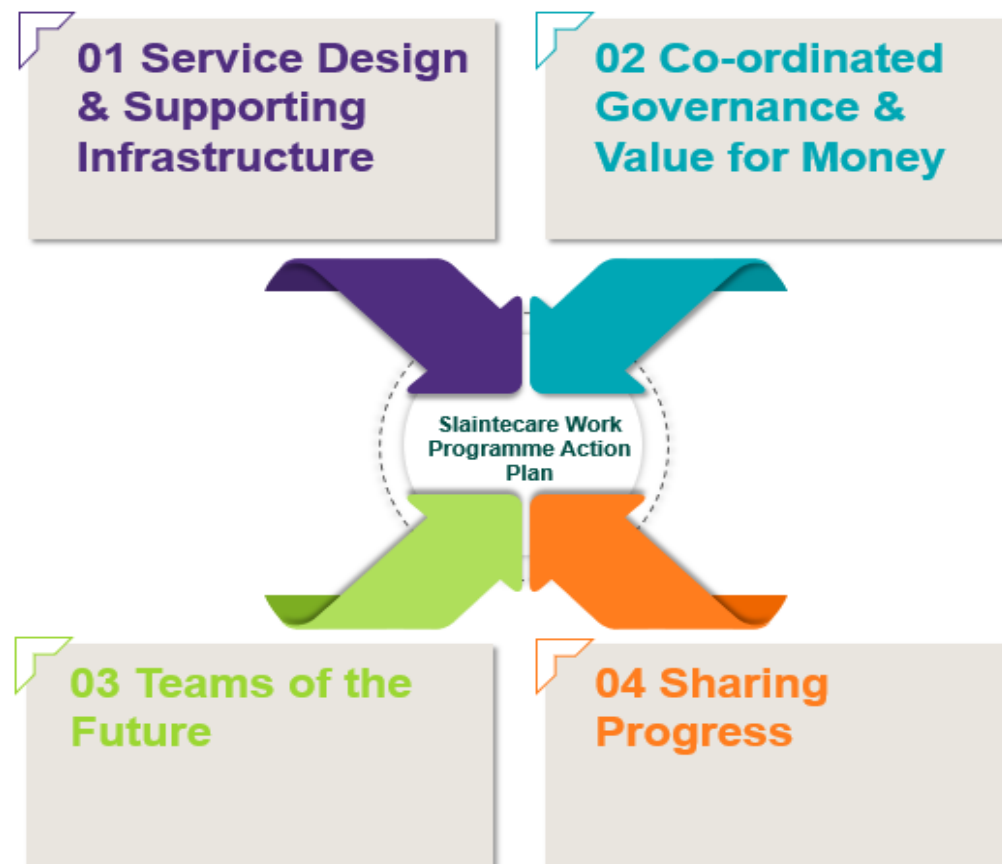
## Approach of Programme Implementation Office:

- To establish the programme of reform
- To develop a strategic and programmatic approach to implementation
- To ensure all parts of the system are following the strategy
- To work collaboratively with stakeholders
- To support work of colleagues and reform efforts
- To report on progress
  
- **Not** to duplicate effort

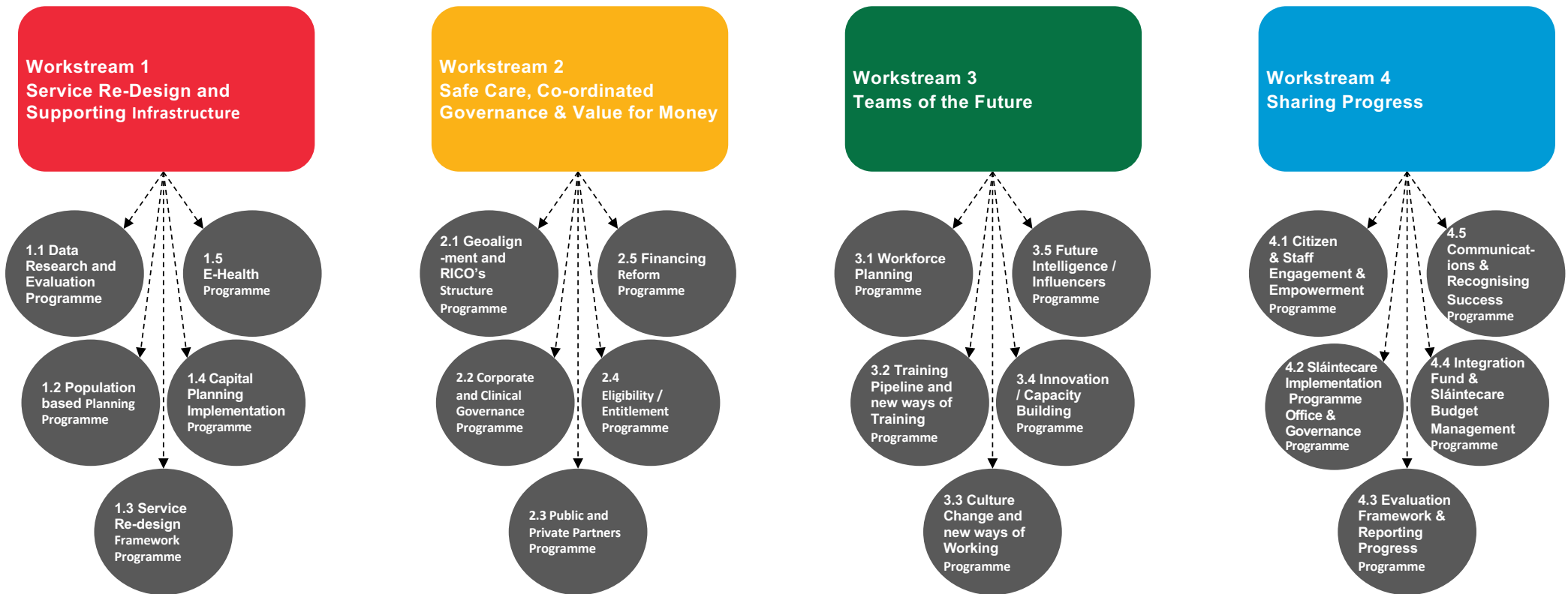
# A whole-system framework:



## Four workstreams...



...with detailed work programmes under each:



# 2019 priorities for Workstream 1

## Workstream 1 Service Re-Design and Supporting Infrastructure

**Providing the right care, in the right place, at the right time, where the patient / service user is paramount and there is a strong emphasis on prevention and public health.**

In 2019, we will:

- Develop a national framework for models of care design.
- Roll out Healthy Ireland programme, with a focus on prevention
- Improve management of chronic disease and older people's services in the right location
- Commence planning for an additional 2,600 acute beds and 13,000 community beds
- Prototype a Citizen Health Portal, continue EHR roll-out and explore scale up of telehealth solutions.

# 2019 priorities for Workstream 2

## Workstream 2 Safe Care, Co-ordinated Governance & Value for Money

**Enable a safe, devolved and accountable system to support the delivery of Irish health and social care services.**

In 2019, we will:

- Model various scenarios to develop a roadmap and policy proposals towards universal entitlement
- Consider recommendations from the de Buitléir report, examining the removal of private practice from public acute hospitals
- Agree a new organisational and operational structure for the future reconfigured health service including the Department of Health, HSE and Regional Integrated Care Organisations
- Pilot 9 Community Health Networks across the country
- Conclude agreement on the GP Contract

# 2019 priorities for Workstream 3

## Workstream 3 Teams of the Future

**Plan, build and support a healthcare workforce which can deliver on the Sláintecare reform programme.**

In 2019, we will:

- Implement the workforce planning framework with a focus on engagement with education sector and training bodies to agree new ways of training multidisciplinary teams
- Support staff to work to the full scope of their licence to ensure that patients are seen at the lowest level of complexity possible



## 2019 priorities for Workstream 4

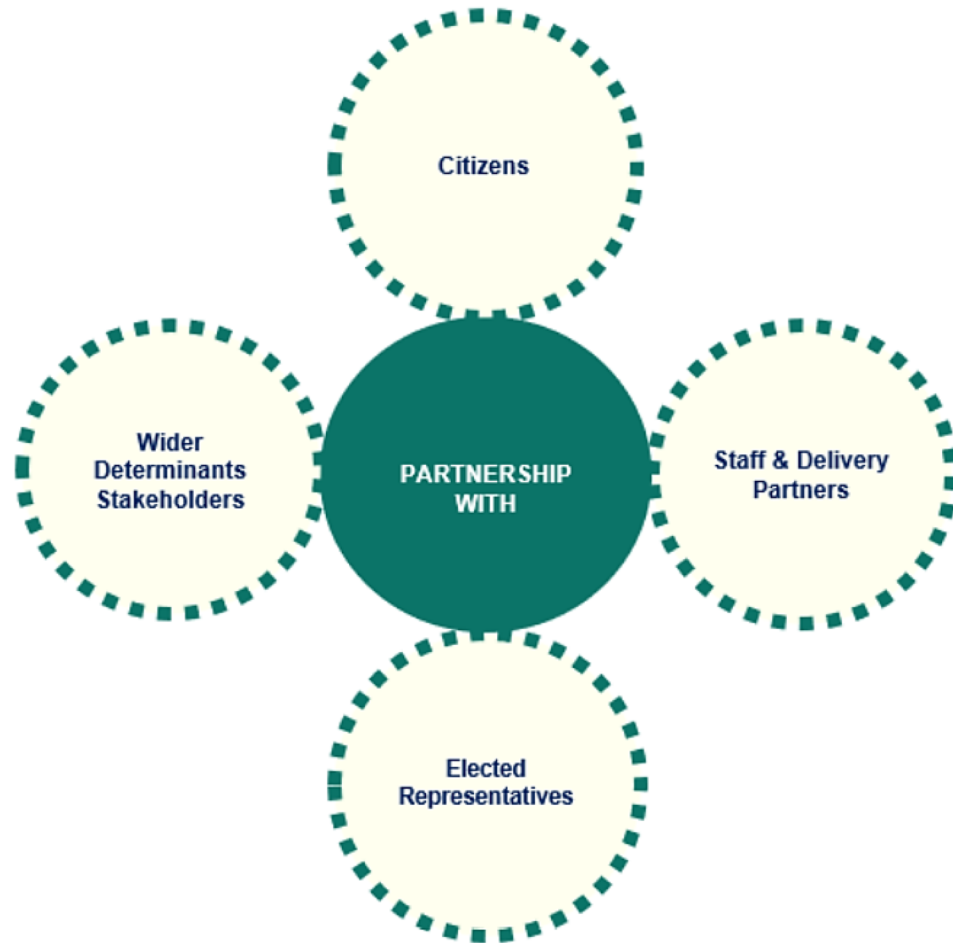
### Workstream 4 Sharing Progress

**Foster the support of citizens and stakeholders in the Sláintecare reform process.**

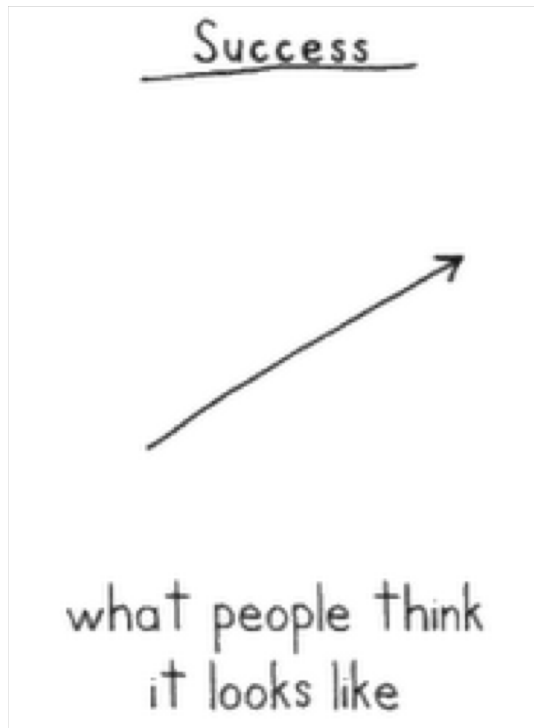
In 2019, we will:

- Roll out a Citizen and Staff Engagement & Empowerment Programme
- Develop an evaluation and reporting framework for Sláintecare
- Establish a Sláintecare Integration Fund
- Launch a programme for promoting good practice so that successful projects can be recognised and scaled

**We will do this in partnership.**



## Implementation is not easy...



# SLÁINTECARE PROVIDES AN OPPORTUNITY TO ENGAGE AND EMPOWER LEADERS WITHIN THE DELIVERY SYSTEM

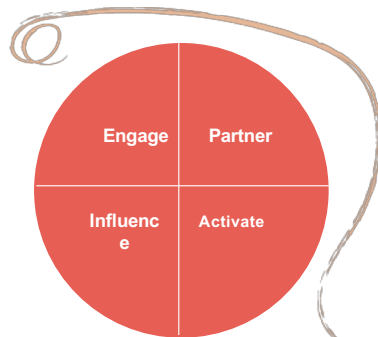


- Identify leaders – top-down, bottom up
  - Ask for their opinions and help
    - Devise guiding coalition
  - Develop shared sense of purpose
    - Devise network of champions
    - Develop enthusiasm & advocacy
- Select best practice service delivery demonstration projects
  - Devise scaling and roll-out Programme
- Develop capacity in Service Design, Lean, PM, values-in-action
  - Recognise success
  - Communicate!

## OUTPUTS

- **Commitment to Implementation**
- **Active ownership and involvement of Health and Social Care Leaders**

## AND AN OPPORTUNITY TO ENGAGE & EMPOWER CITIZENS



- Identify Stakeholders, potential partners, and advocates
  - Ensure clarity of understanding and agreement on implementation steps
    - Create a sense of urgency
- Engage to keep up momentum, goodwill, support and continuity
- Partner in programmes, e.g. Colleges, Government departments, HSE, media, business, the public
  - Communicate!

### OUTPUTS

- **Enthusiastic buy in and advocates of Implementation Plan**
- **Wider H&W Partnership Programme signed up**
- **Key tasks agreed and commitment attained**

**Thank you for your attention  
and collaboration in helping to make Sláintecare  
happen.**

We will need your support to ensure that what  
we are doing leads to a sustainable, universal  
healthcare system in Ireland and not 'another  
false dawn'.