



Building a Better Health Service

CARE COMPASSION TRUST LEARNING

# 2019 – A year of change for the Irish Health Service

Anne O'Connor  
Interim Director General,  
Health Service Executive



# Outline

- **Introduction**
- **Demands**
- **Looking to the Future**
- **How we will work in 2019**

# Made possible by People, Processes & Leadership



# Staff do good work!

**#fourhealthservice** **Building a Better Health Service** **Seirbhís Sláinte Níos Fearr á Forbairt**

**A year in the life of the HSE**  
We care for and treat **1.68 million** people at our acute hospitals

**A year in the life of the HSE**  
We deliver over **64,000** babies

**A year in the life of the HSE**  
We help more than **15,000** people, like **Amanda White**, to **QUIT** smoking

**A year in the life of the HSE**  
Our **Public Health Nurses** visit **98%** of all newborns and parents during their **first 3 days** at home

**A year in the life of the HSE**  
Our hospital **Out-Patient** clinics provide more than **3.3 million** patient appointments

**A year in the life of the HSE**  
We see more than **1.58 million** people at our Hospital **Emergency Departments**

**A year in the life of the HSE**  
We pay for **58 million** items on nearly **20 million** patient prescriptions

**A year in the life of the HSE**  
We screen **140,000** women for breast cancer with a **free** mammogram

**A year in the life of the HSE**  
We see over **1 million** people at our **GP Out-of-Hours Services**

**A year in the life of the HSE**  
We provide more than **46,000** people with **10 million** hours of home care

**A year in the life of the HSE**  
Our **National Ambulance Service** answers more than **313,000** Emergency Calls

**Seirbhís Sláinte Níos Fearr á Forbairt** | **Building a Better Health Service**

# Enabelling Health Service Delivery

**€400 million**  
worth of stock requisitions received per annum  
**1,000** deliveries daily



Paying

**85,600**

HSE & Tusla staff

**35,800**

pensioners



**1,100**

procurement contracts agreed annually



Managing

**86,500**

HSE Pension Scheme members



Managing

**2,500**

health properties



**HBS**

Health Business Services

*The business division of the HSE*



**2.6 million**

Payslips per annum

Annually processing  
**5,000** new staff appointments



**2.3 million**

per annum

**35,000**

Garda Vetting requests processed annually

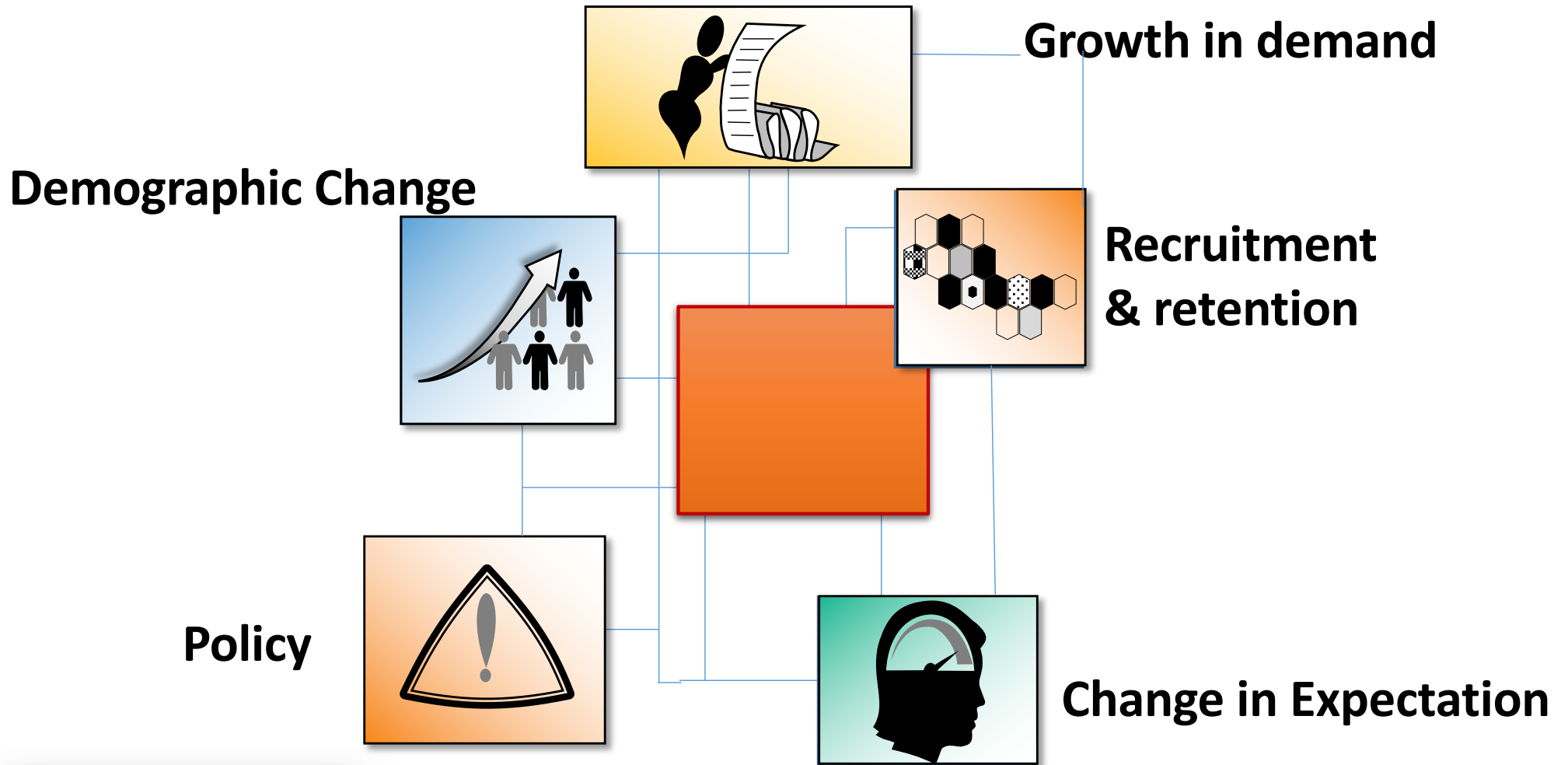


**500,000** payments annually

**30,000** vendors



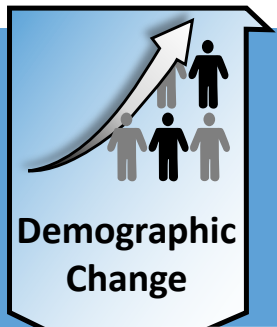
# Increasing Complexity in Service Delivery



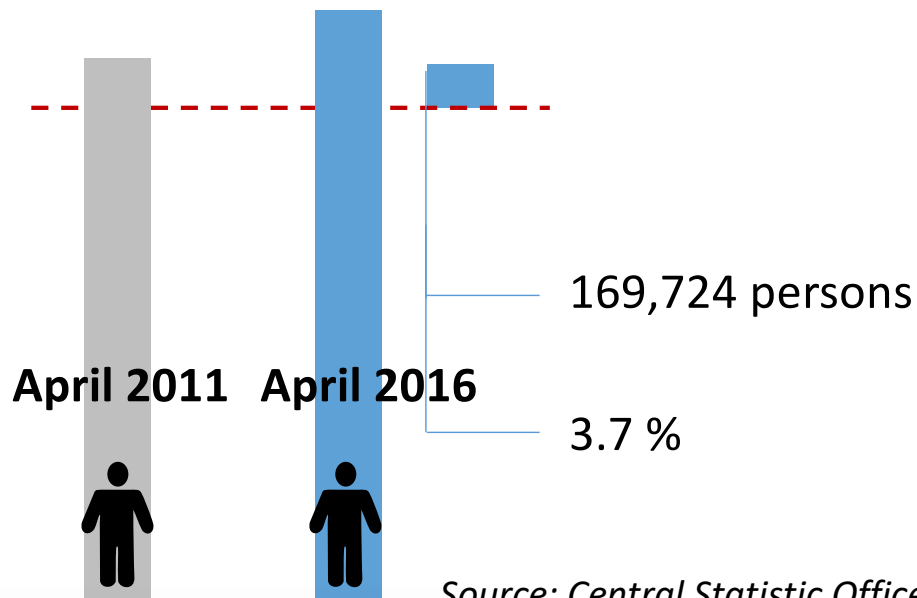
# Demographic Changes



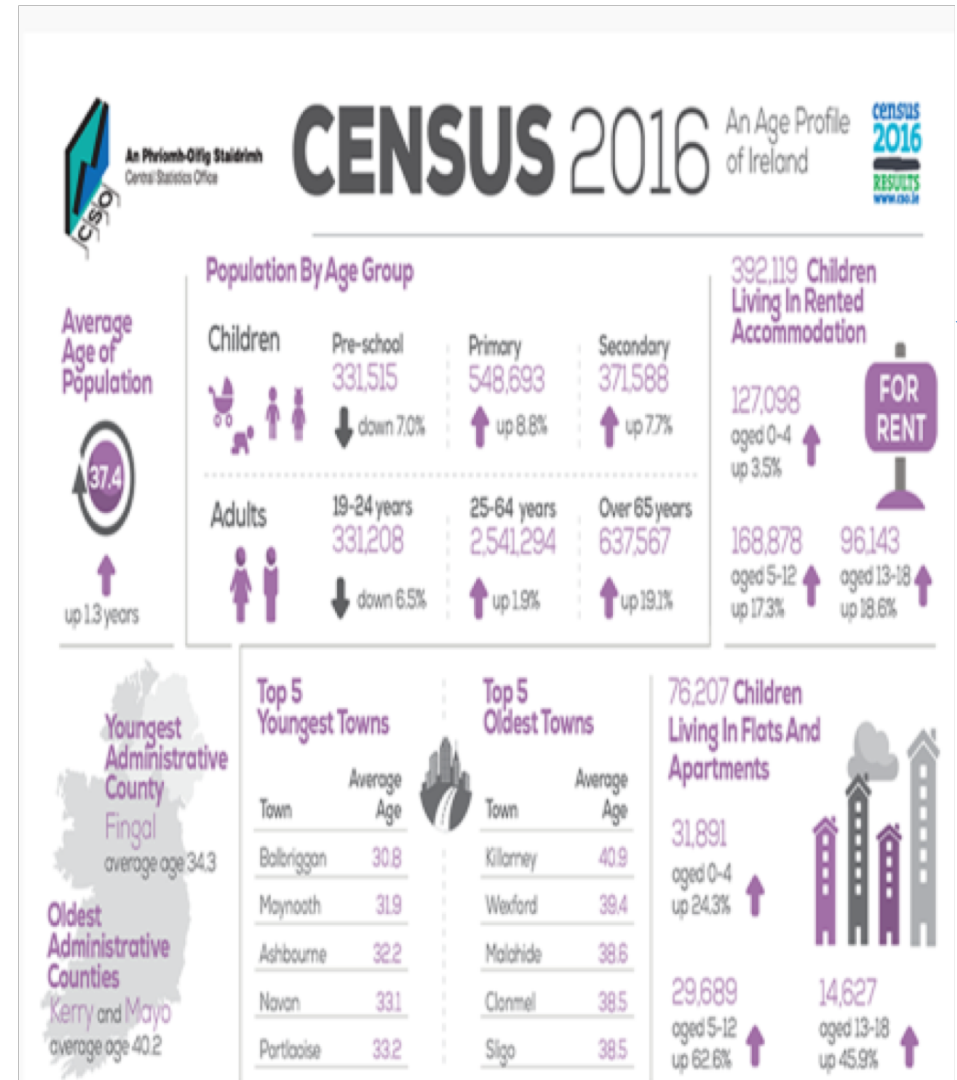
# Increasing Complexity in Service Delivery



4,588,252 persons      4,757,976 persons



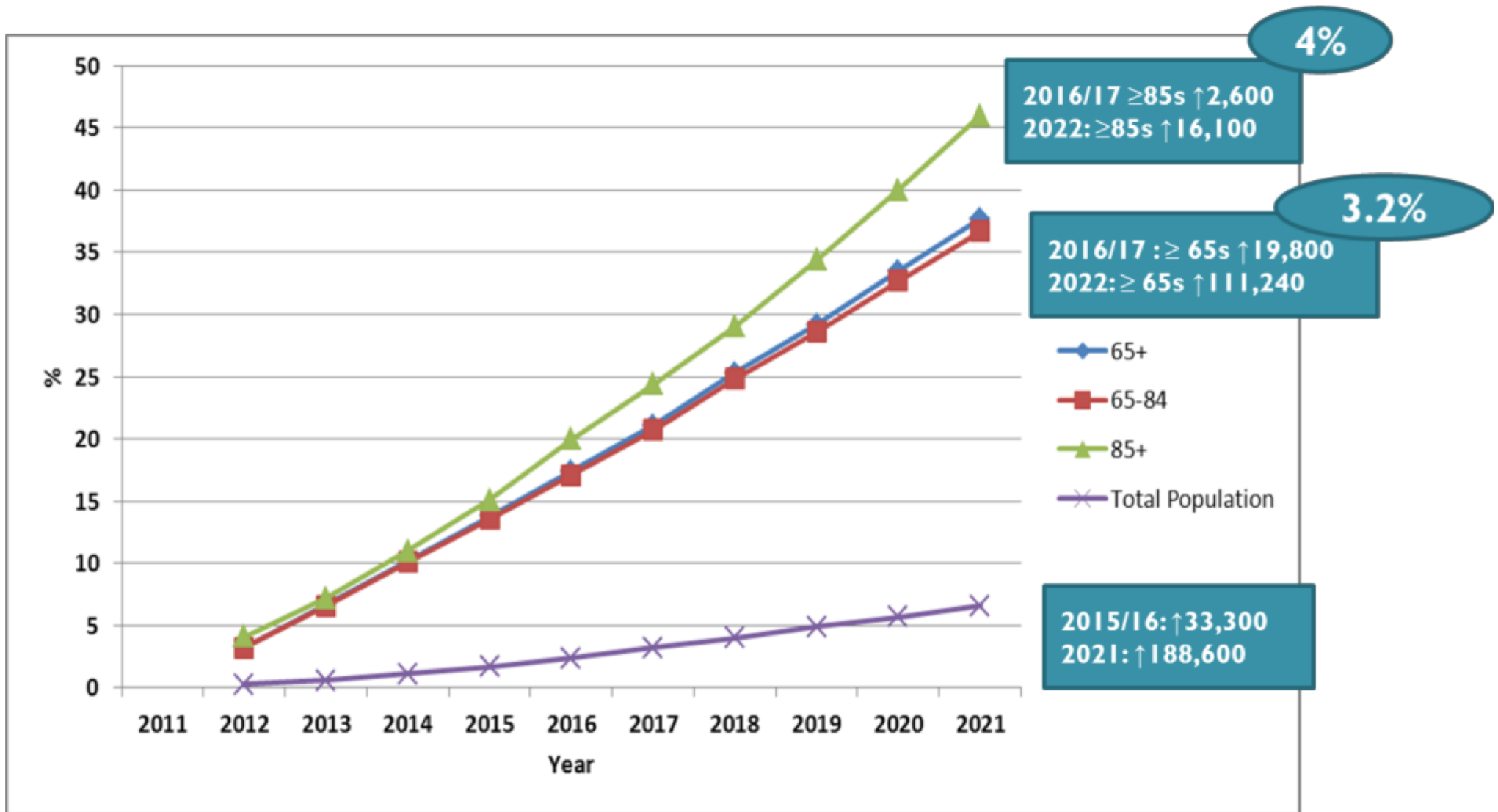
Source: Central Statistic Office



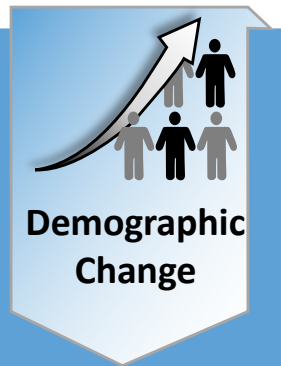
Source: www.cso.ie



# Our Population



# Projected Demand



## Health Service Capacity Review 2018 Executive Report

“The demand for healthcare is expected to grow significantly across the primary, acute and social care settings in the next 15 years as a result of demographic and non-demographic change. This includes:

- Up to 46% rise in demand for primary care
- 39% rise in the need for long term residential care
- 70% increase in demand for homecare
- 24% increase in non-elective inpatient episodes in public hospitals”

# Health Service Capacity Review 2018

## Summary of findings – Forecast of Capacity In 2031

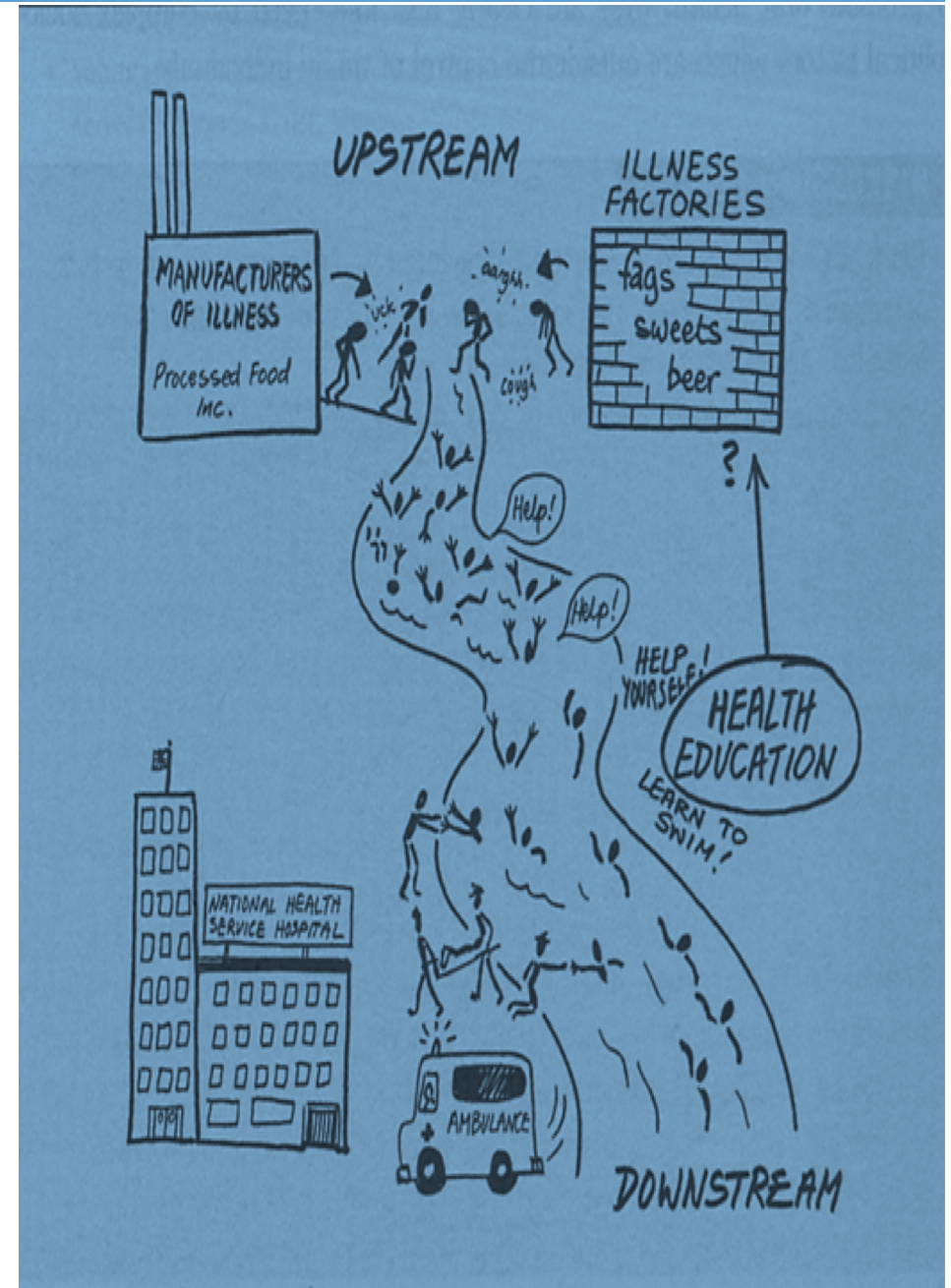
Sector	POD	Current Capacity 2016	Forecast of Capacity In 2031	
			without reforms and showing % change from 2016	with reforms and showing % change from 2016
<b>Primary Care</b>	GP WTEs	3,570	4,970 (+39%)	4,600 (+29%)
	Practice Nurse WTEs	1,400	1,900 (+40%)	2,600 (+89%)
	Public Health Nurse WTEs	1,500	2,200 (+46%)	2,600 (+67%)
	PHYSIO WTEs	540	740 (+38%)	840 (+58%)
	S&LT WTE	470	440 (-6%)	420 (-11%)
	OT WTE	500	660 (+32%)	760 (+50%)
<b>Social Care (Older Persons)</b>	Residential Care – long term Beds	26,200	36,300 (+39%)	36,700 (+39%)
	Residential Care – short term Beds	3,800	5,600 (+46%)	6,300 (+62%)
	Home Care Packages	15,600	26,600 (+70%)	34,600 (+122%)
	Intensive homecare	200	330 (+70%)	660 (+230%)
	Home help hours (millions)	10.6	17.8 (+69%)	23.1 (+118%)
<b>Acute Care (Public Hospitals)</b>	AMU Beds	430	590 (+37%)	430 (+0%)
	Day Case Beds	2,140	3,140 (+47%)	2,440 (+14%)
	In-Patient Beds (95%)	10,500	14,600 (+39%)	*
	In-Patient Beds (85%)	10,500	16,300 (+56%)	12,600 (+20%)
	Adult Critical Care Beds (100%)	240**	340 (+43%)	*
	Adult Critical Care Beds (80%)	240**	430 (+79%)	430 (+79%)
	Bed Totals	13,310	18,670 (95% occupancy) 20,460 (planned occupancy)	15,900

\* These scenarios were only run on Planned Utilisation (lower occupancy rate) basis.

\*\* Rounded from 237 (actual 2016 figure). Source: Critical Care Programme

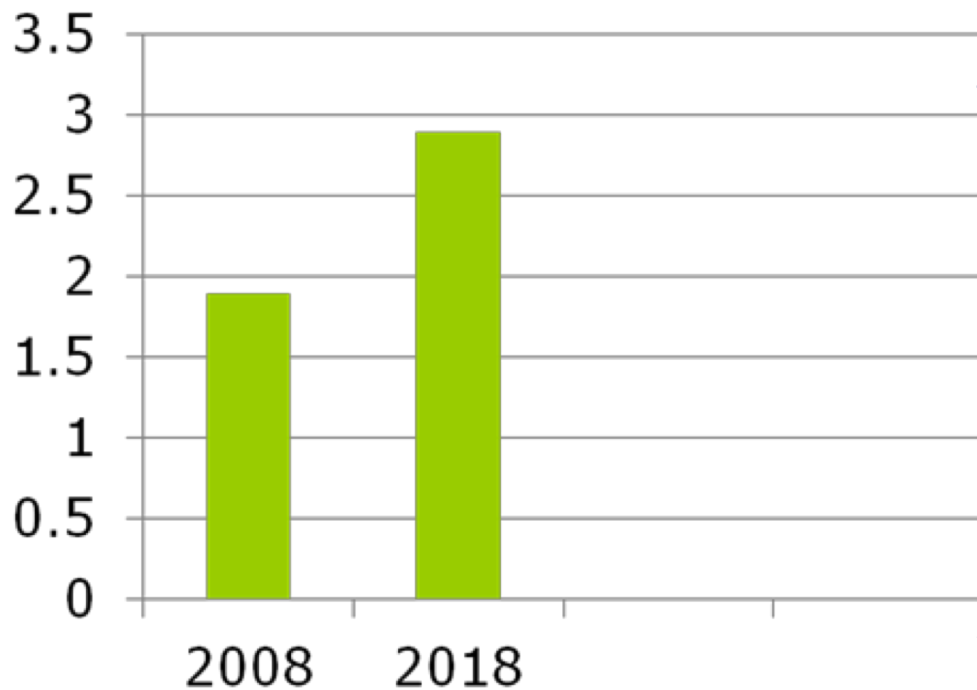
# Funding Healthcare Interventions

- ❑ Social needs:
  - 95% of the trillion dollars spent on health care funds direct medical services even though 60% of preventable deaths are rooted in modifiable behaviours and exposures that occur in the community
- ❑ No incentivisation or payment to address underlying social contributors to illness
- ❑ If rate of preventable hospitalisations among residents of low-income neighbourhoods could be reduced to level of high-income neighbourhoods, there would be 500,000 fewer hospitalisations per year. (Alley et al, NEJM, 373:1:8-11)
- ❑ Upstream factors
  - Can savings be made if upstream factor are addressed?
  - Can improvements be made if they are not?



# Chronic Disease and the 21st century

## Projected growth of people with multiple chronic conditions in England



Million's of people

Hospital burden of chronic illness (3+ conditions)  
LOS 62% longer

Readmission 4-8 fold

¼ Irish population at least 1 condition

40% admission to Irish hospitals

75% of bed days used Irish hospitals

55% of hospital expenditure Ireland

80% of GP consultations Ireland

*Coulter et al. Delivering Better Services for Older People with Chronic Conditions. The Kings Fund, 2013  
Integrated Care Programme for Older People, HSE*

IN 2015  
ADULTS AGED  
**65**  
& OVER  
REPRESENTED



OF THE  
POPULATION  
BUT USED



OF THE TOTAL  
HOSPITAL  
IN-PATIENT BED  
DAYS

ADULTS  
AGED  
**85**  
& OVER  
REPRESENTED



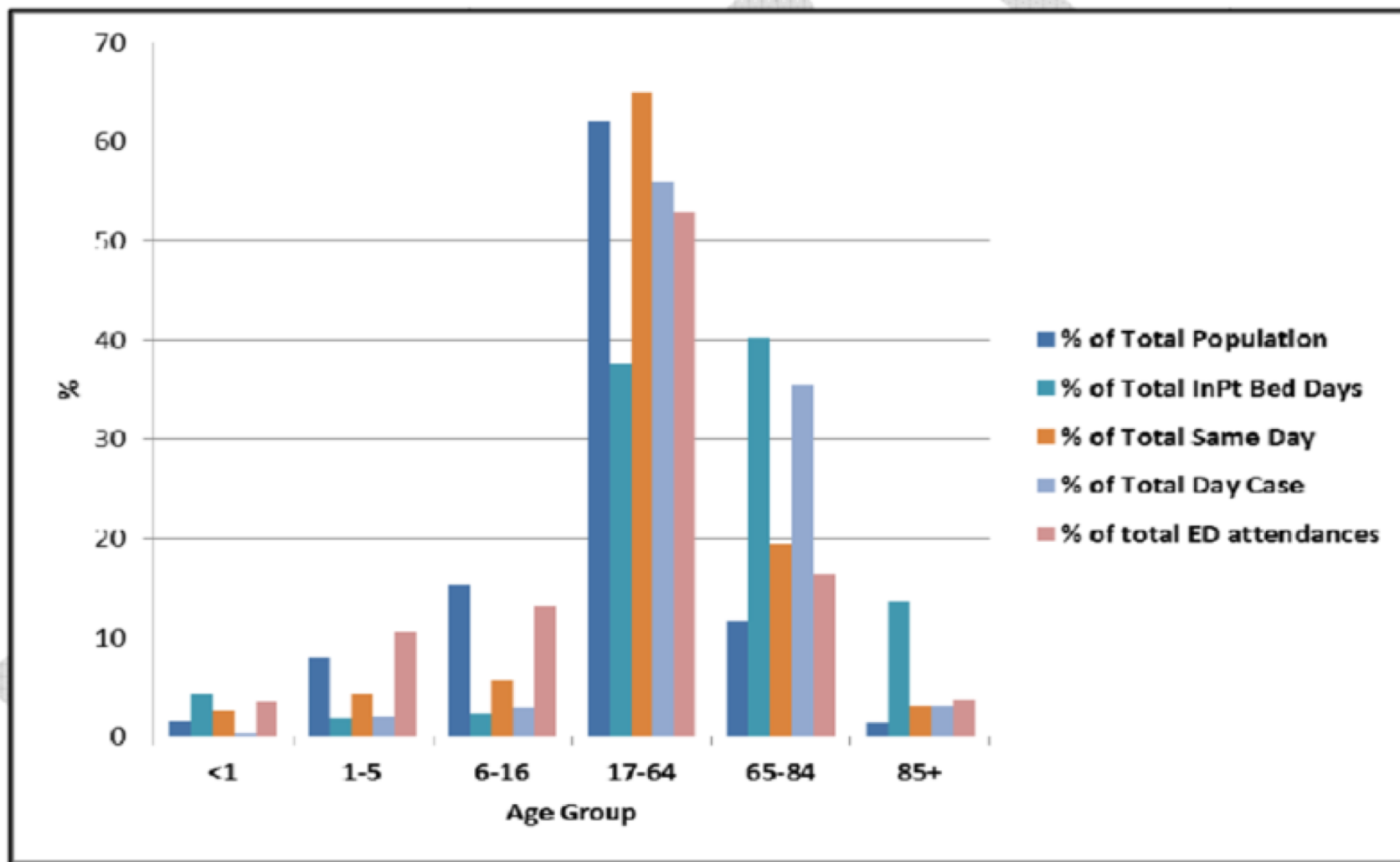
OF THE  
POPULATION BUT  
USED  
APPROXIMATELY



OF THE TOTAL  
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DAYS

# Acute Hospitals - who are our clients ?

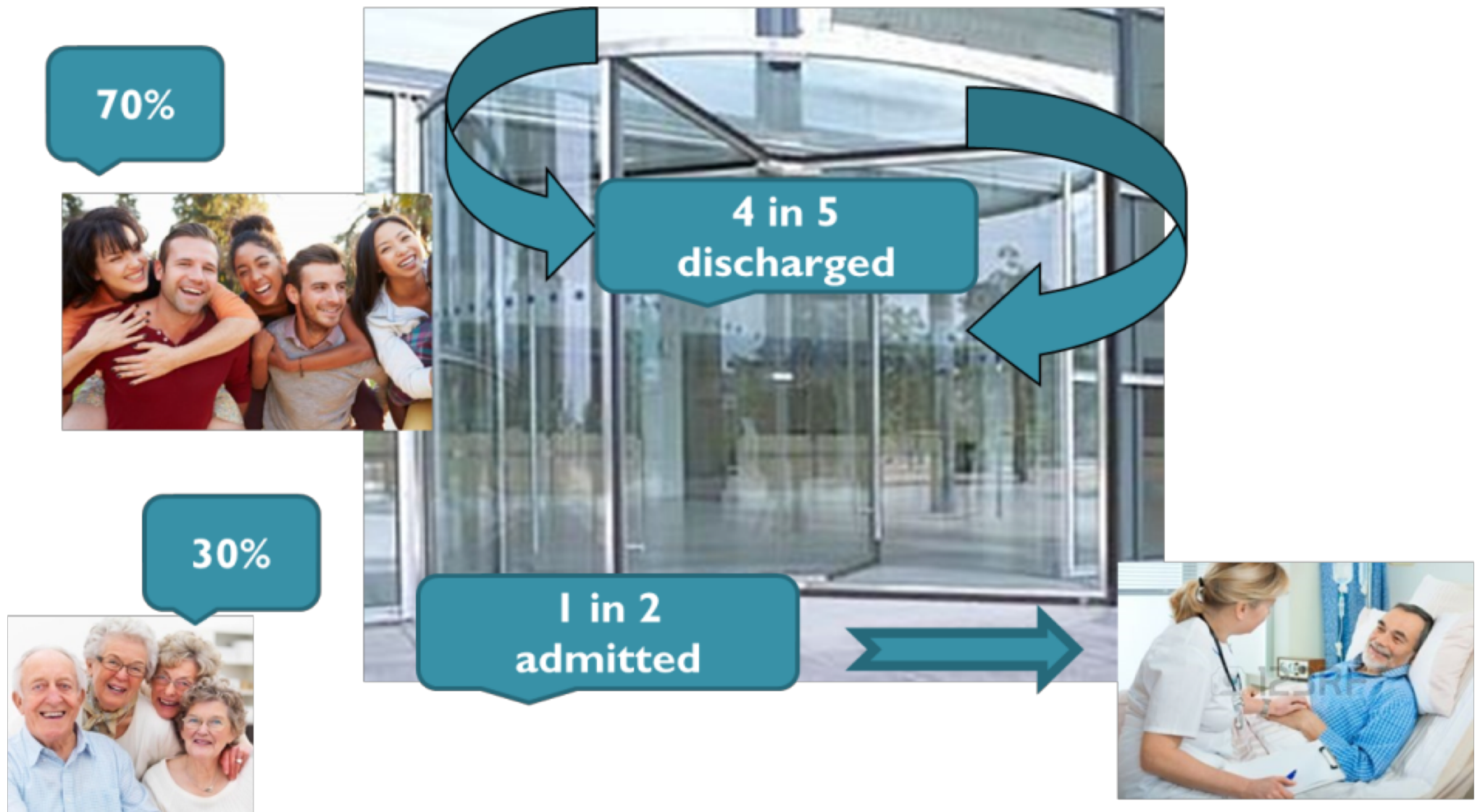
Figure 4.3: Hospital Activity by age group in 2015



Source: HPO, CSO, BIU

Note: The utilisation rates are based on HIPE activity in 2015. HIPE dataset used was approximately 98% complete at the time of analysis

# Emergency Departments - Who are our clients ?





# Nursing Home Support Scheme – Fair Deal

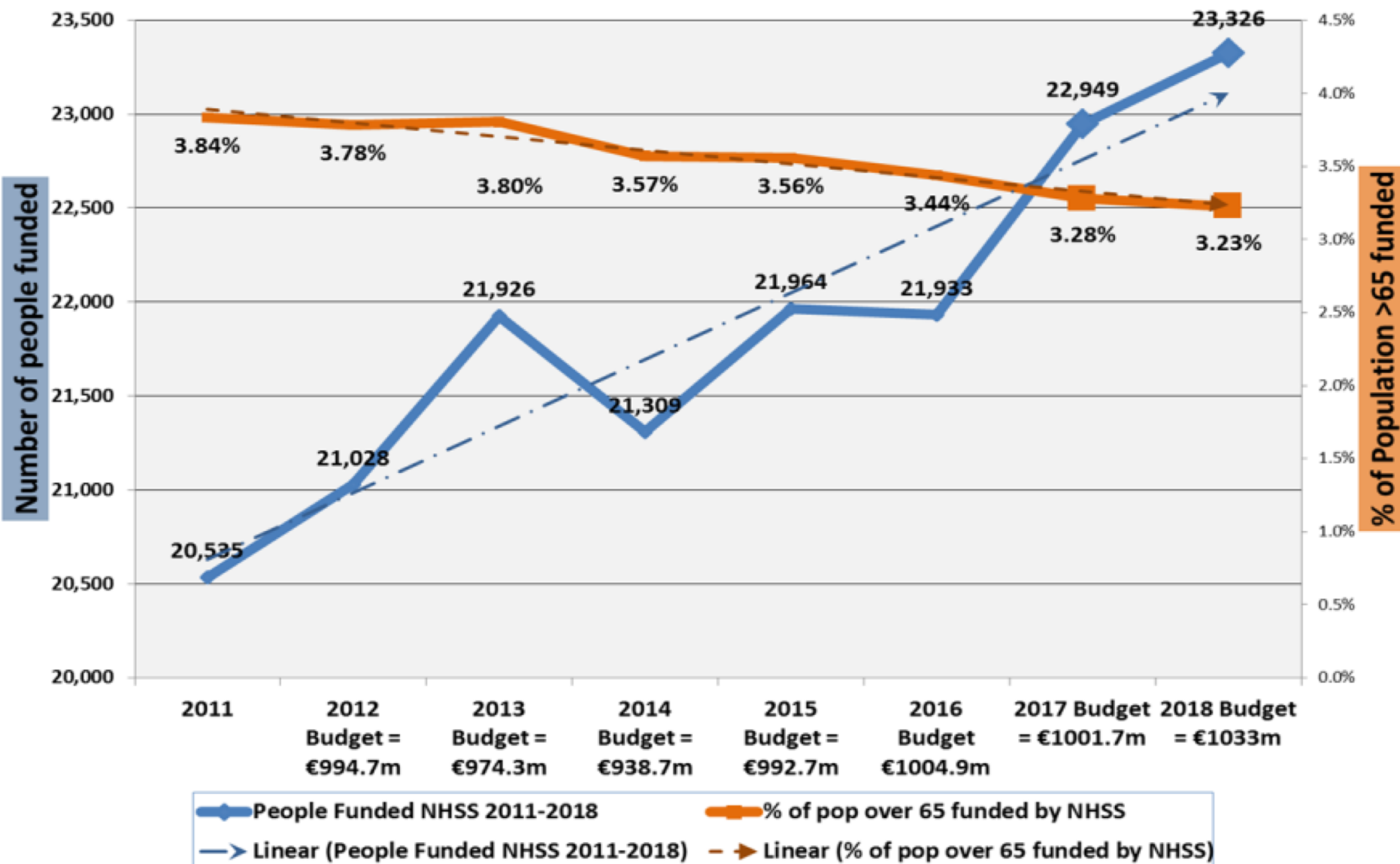
## NHSS Clients Funded at year end

Year	No. of Clients funded at year end
2015	23,073
2016	23,142
2017	22,959
2018	23,305

# NHSS and Population Growth: Number of People funded by NHSS 2011 - 2018 Vs % of over 65

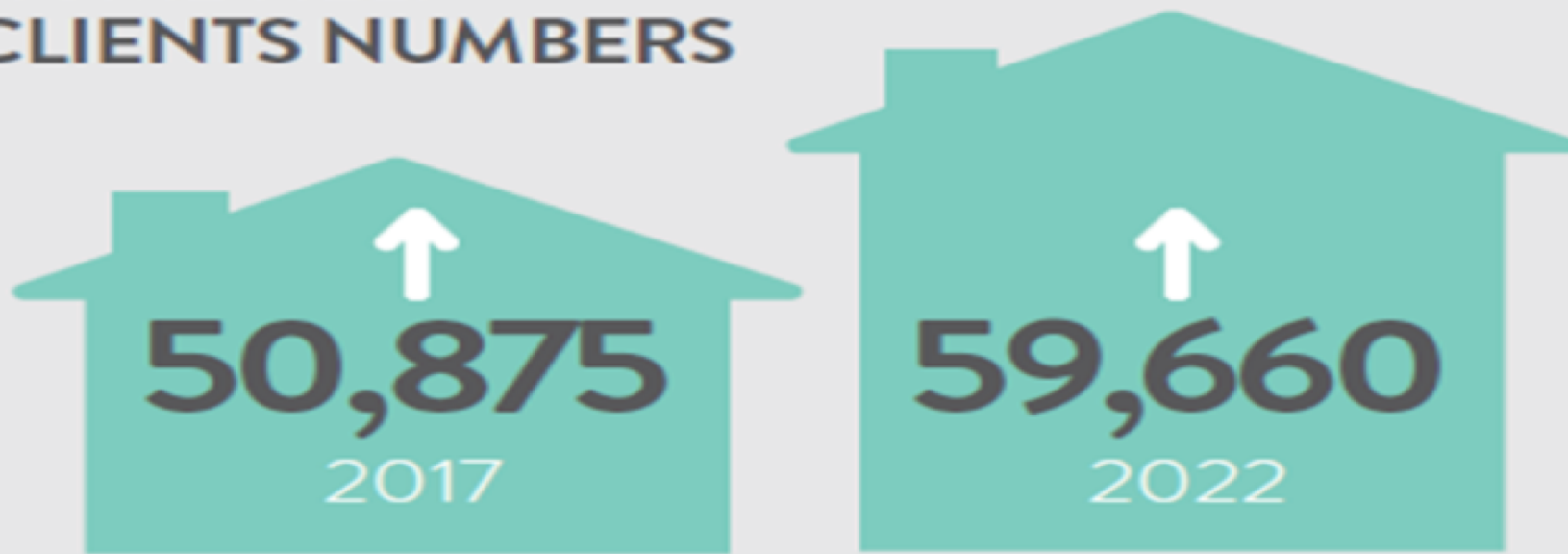
## Projected Population = 683,052 in 2018

(Population projection based on Census 2011 and 2016 Data and Health Atlas Ireland to 2018 projected figure)



# Home Help Supports for Older People

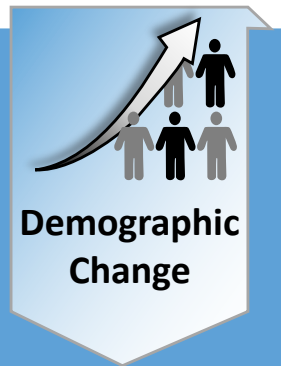
## HOME HELP CLIENTS NUMBERS



## ADDITIONAL HOME HELP HOURS REQUIRED



# Increasing Complexity in Service Delivery



## National Patient Experience Survey 2018:



50% Participation Rate

84% Indicated experience of acute healthcare was good or very good

85% Treated with respect and dignity

40% Not enough time to discuss care and treatment with a Dr.

41% Did not receive any/enough information on how to manage their condition post discharge

# Healthcare Conundrum

“Society appears to be sending a clear overarching message to the nation’s hospitals: take care of more people who have growing expectations and more complex medical needs while providing increasingly sophisticated care with relatively fewer resources”.

Don Seymour, Futurescan 2008.

# Increasing Complexity in Service Delivery - Recruitment



**Demographic Change**

**Growth in demand**

**Change in expectation**

**Recruitment & Retention**

RTÉ News Sport Entertainment Business Lifestyle Culture Player TV Radio  
News > Health | Ireland World Business Politics Nuischt Investigations Progr  
**HSE spent €234m on agency staff in first nine months of year, says Sinn Féin**  
Dec 2018 07:44  
f t in v

**National Children's Hospital board is worried about shortage of consultants**  
Susan Mitchell  
diagnostic radiologists, it also failed to fill the posts during the first round. There are real concerns about the impact that the failure to recruit could have on the opening of the satellite unit at Connolly Hospital. It is due to open this year. "Without radiology cover there is no way they will be able to open it. It's a beautiful building and...  
anaesthetised and operated on by completed specialist training in their respective areas. It is unclear what minimal level of formal medical or surgical training recent non-specialist applicants have. There are concerns that some may not have done any significant formal specialist training.

**'The relationship between nurses and the HSE is like a bad marriage': Nurses on strike all over country**

INMO says HSE is spending over **€1.5m a week** on agency nurses  
The organisation says the HSE is hiring over 1,000 agency nurses a day to fill staff shortages

## THE IRISH TIMES

**Shortages of skilled staff poses risk to health system, warns Department**

Harris launches new framework to support recruitment and retention of personnel

© Tue, Nov 14, 2017, 18:35 | Updated: Tue, Nov 14, 2017, 18:36

# Massive Retirement Creating Workforce Shortfall



**230,000**

**Projected shortage of  
doctors in Europe in 2020**



**590,000**

**Projected shortage of nurses  
in Europe in 2020**



**1M**

**Projected total shortfall of  
health care professionals in  
Europe in 2020**



## Workforce Falls Short

**The European Commission estimates the gap in supply of human resources in health by 2020 to be approximately 1,000,000 health professionals... Ultimately, such a shortage would mean that almost 15% of demand for healthcare across the EU will not be covered by the available workforce.**



"What if we don't change at all ...  
and something magical just happens?"



# Policy Landscape

eHealth  
Strategy  
for Ireland

A Trauma  
Report of the  
Trauma Steering Group

National Travel  
Roma Inclusion  
2017 - 2021

NATIONAL HEALTH  
SUSTAINABILITY OFFICE  
Sustainability Strategy for Health  
2017 - 2019



Safeguarding  
Vulnerable  
Persons at Risk  
of Abuse  
National Policy  
& Procedures  
Incorporating Services  
for Elder Abuse and for  
Persons with a Disability  
Social Care Division

BETTER  
OUTCOMES  
BRIGHT  
FUTURE  
The national plan  
for children & young  
people  
2014 - 2020

Tithe an  
Oireachtais  
Houses of the  
Oireachtas  
An Coiste um Chúram Sláinte sa Todhchaí  
Tuarascáil maidir le Cúram Sláinte  
Bealtaine 2017  
Committee on the Future of Healthcare  
Sláintecare Report  
May 2017

SELF-HARM  
National Model  
of Care for Trauma  
and Orthopaedic  
Surgery  
National Clinical Programme for Trauma and Orthopaedic Surgery

# Sláintecare and system transformation

- Governance and Leadership
- Transitional funding to shift balance of care
- Deliver programmes and priorities specifically aligned to Sláintecare



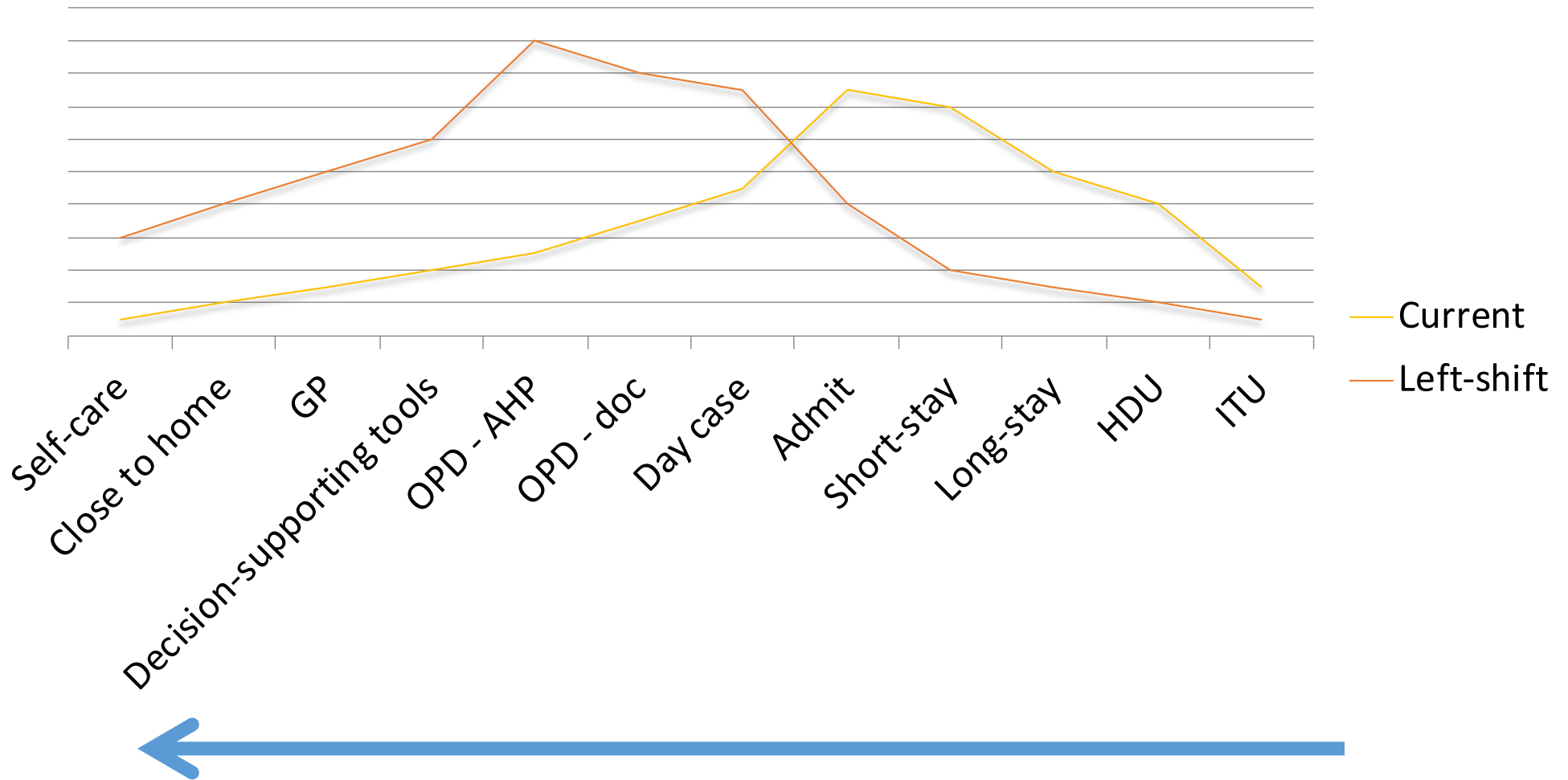
# Governance

- ❑ Services delivered at both National and Regional Levels to enable safe devolved and accountable health and wellbeing service and system.
- ❑ 2019 initiate the RICO's through geo-alignment of the CHO's and HG's.
- ❑ HSE Board – revised accountability

# High-Level Priorities for 2019 include:

- Citizen Care Masterplan
- Health service structures
- Staff engagement
- Population Profiling
- eHealth
- Service design
- Future Capacity Expansion
- Health and Wellbeing
- Clinical Leadership

# Left-shift



# “A Day in the Life of the HSE”



**158,904**  
**Prescription Items a**  
**Day**



**2,054** Screening  
**Tests a Day**



**11,233** Disability  
**Personal Assistance**  
**Hours**



**28,493** Home  
**Help Hours**



**2,687** Callers to Out of  
**Hours GP**



**48** Urgent Breast  
**Cancer**  
**Appointments**



**25** Complaints a  
**Day**

# “A Day in the Life of the HSE” - Acute



**17,342 People  
Attend Hospital  
Every Day**



**4,383 Attend As  
In-Patients/Day  
Case Patient**



**3,863 People Are  
In ED**



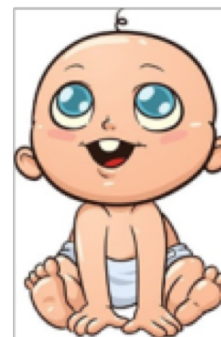
**9,095 Attend  
Out-patients**



**2,055 MRI Scans**



**230,132 Lab Tests**



**169 Babies Are Born**



**832 Ambulance Calls**

<https://www.hse.ie/eng/services/publications/serviceplans/national-service-plan-2018.pdf>

# ICPOP

## Overview of Issues

## Actions

## Impacts



**1 in 5** will be over 65 by 2031. For patients over 85 years, approximately 600 acute hospital presentations can be anticipated per 1,000 population.



**Up to 25%** of older people in Ireland live with frailty. A further 45% are at risk of being pre-frail.



**Up to 40%** of those waiting in Emergency Departments for more than 24 hours, are aged 75 and over.



**50%** of Acute Hospital delayed discharges require Nursing Home Support or a Home Care Package.



*A 10 Step Framework was developed to describe steps to implement integrated care.*



13 Pioneer sites have been established by the Integrated Care Programme for Older Persons between 2016-2018 and 60 multidisciplinary posts developed utilising €4.2m funding



ICT solutions were initiated. Devices issued to 100 staff across 8 CHO's/HGs and a case management platform tested.



A partnership with Age Friendly Ireland was initiated to provide a mechanism for service user and carer engagement in the co-production of integrated care



Age attuned pathways data (service structure and care process indicators) were developed to measure integrated care with an older persons dashboard under construction.



New community roles were initiated (community geriatrician, case managers, health and social care professionals) and supported candidate Advanced Nurse Practitioner (ANP).

*Operational pioneer sites have recorded the following activity (July 2017- June 2018):*

### Nationally

- ✔ **Over 6,050** new referrals into Integrated Care teams.
- ✔ **3,530** Comprehensive geriatric assessments carried out.
- ✔ **49%** of patients seen within 7 days of referral.

- ✔ **7** pilot sites have established a team hub. 5 more have plans underway.
- ✔ **42** cANPs specialising in older persons care are aligned to the integrated care pilot sites
- ✔ **1,200** trained in frailty education by NCP OP.

### Locally

- ✔ **1,082** annual bed days saved in 1 pioneer site using a day hospital for crisis intervention.
- ✔ **34%** reduction in LoS (>85yrs).
- ✔ **24%** reduction in re-admission (>75 yrs).
- ✔ **3%** re-admission rate where early supported discharge implemented (national average is 10.8%, range 9.8-15.4% within 28 days).





# Balancing Act

Supports for Healthy Ageing:  
Falls Prevention , Nutrition, Exercise  
& Medication Management

Alternatives to LTC – Housing with  
Care etc

Home      New Scheme  
Support : Regulation/ Legislation  
Funding

Integrated Care Programme for  
Older People (ICPOP)

Day Services, Friendly Calls, Peer  
Supports

Acute Care / Timely Appropriate  
Rehabilitation/ Supported  
Convalescence

SAT -Validated Assessment to  
determine appropriate supports.

Residential care to meet all needs in  
required locations - including Dementia  
specific, Challenging Behaviour

**Supports Required to provide services  
through the continuum of Care**



# 10-Step Integrated Care Framework for Older Persons



National Clinical  
& Integrated Care Programmes  
Person-centred co-ordinated care



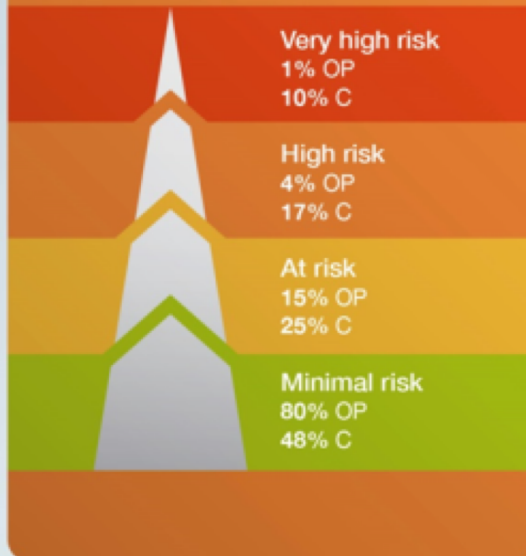
Fidhmeannacht na Seirbhíse Sláinte  
Health Service Executive

## 1 Establish Governance Structures

## 2 Undertake Population Planning for Older Persons



Risk Stratification  
% Older Persons / % Cost



## 3 Map Local Care Resources



## 8 Supports to Live Well

Enable older persons to live well in the community

- Community Transport
- Social Activities
- Home modifications & handy person
- Medication Management
- Shopping
- Harness Technology
- Support carers
- Information & Advice

## 4 Develop Services & Care Pathways



- Rehabilitation
- Ambulatory Day Care
- Acute Care
- Nursing Homes
- Dementia
- Falls etc..

## 5 Develop New Ways of Working



New roles including case management approach for long term complex needs  
In-reach and outreach

## 6 Develop Multidisciplinary Teamwork & Create Clinical Network Hub



Co-ordination between care providers

## 7 Person-centred Care Planning & Service Delivery



## 10 Monitor & Evaluate

- Track service developments
- Measure outcomes
- Staff and service user experience



## 9 Enablers

- Develop workforce
- Align finance
- Information systems



# Leadership

***“A leader takes people where they want to go.  
A great leader takes people where they don't  
necessarily want to go, but ought to be.”***

*Rosalynn Carter*

# Supporting the workforce and building health system leadership



AS AN INDIVIDUAL...	WITH COLLEAGUES...	WITH PATIENTS...
Am I putting myself in other people's shoes?	Acknowledge the work of your colleagues	Use my name and/or your name
Am I aware that my actions can impact on how patients feel?	Ask your colleagues how you could help them	Keep patients informed - explain the now and the next
Am I aware of my own stress and how I deal with it?	Challenge toxic attitudes	Do an extra, kind thing

**Health Services  
People Strategy  
2015-2018**  
*Leaders in People Services*

...There is overwhelming evidence linking high staff engagement with beneficial behaviours, better outcomes and improved performance

**PLANNING FOR HEALTH**  
TRENDS AND PRIORITIES TO INFORM HEALTH SERVICE PLANNING 2017

**Building a Better Health Service**  
**Staff Engagement**

A practical toolkit  
Leadership Skills for Engaging Staff  
in Improving Quality

**People's Needs  
Defining Change**  
HEALTH SERVICES CHANGE GUIDE

**Health Service  
Excellence Awards  
2017**

**Human Resources**  
Leaders in People Services

**Health Service  
Leadership  
Academy**



**HSE Live**

We're here to help  
1850 24 1850

**GET IN TOUCH**

This banner features a red background with a white speech bubble containing the 'HSE Live' logo. Below the logo, the text 'We're here to help' and the phone number '1850 24 1850' are displayed. At the bottom, a red button with the text 'GET IN TOUCH' is centered. Faint background icons include a smartphone, a speech bubble, a Twitter bird, and a document.

**HSE Live**

We're here to help

This banner has a white background with a large green speech bubble containing the 'HSE Live' logo. Below the bubble, the text 'We're here to help' is written in a grey font.

Your guide to the  
health service

**HSE Live**

This banner features a blue background with the text 'Your guide to the health service' in white. Below the text is a white speech bubble with the 'HSE Live' logo. The background is decorated with faint white icons of a smartphone, speech bubbles, a Twitter bird, and a document.

Call, Livechat,  
tweet or  
email us

**HSE Live**

This banner has a green background with the text 'Call, Livechat, tweet or email us' in white. To the right of the text are four circular icons: a smartphone, a Twitter bird, an envelope, and a speech bubble. At the bottom left is a white speech bubble with the 'HSE Live' logo.



**“Your Great Mistake is to act the  
drama as if you are alone”**

David Whyte





**Thank You**

