

Introducing the HSE's new Health Regions

31st July 2023



An Roinn Sláinte
Department of Health

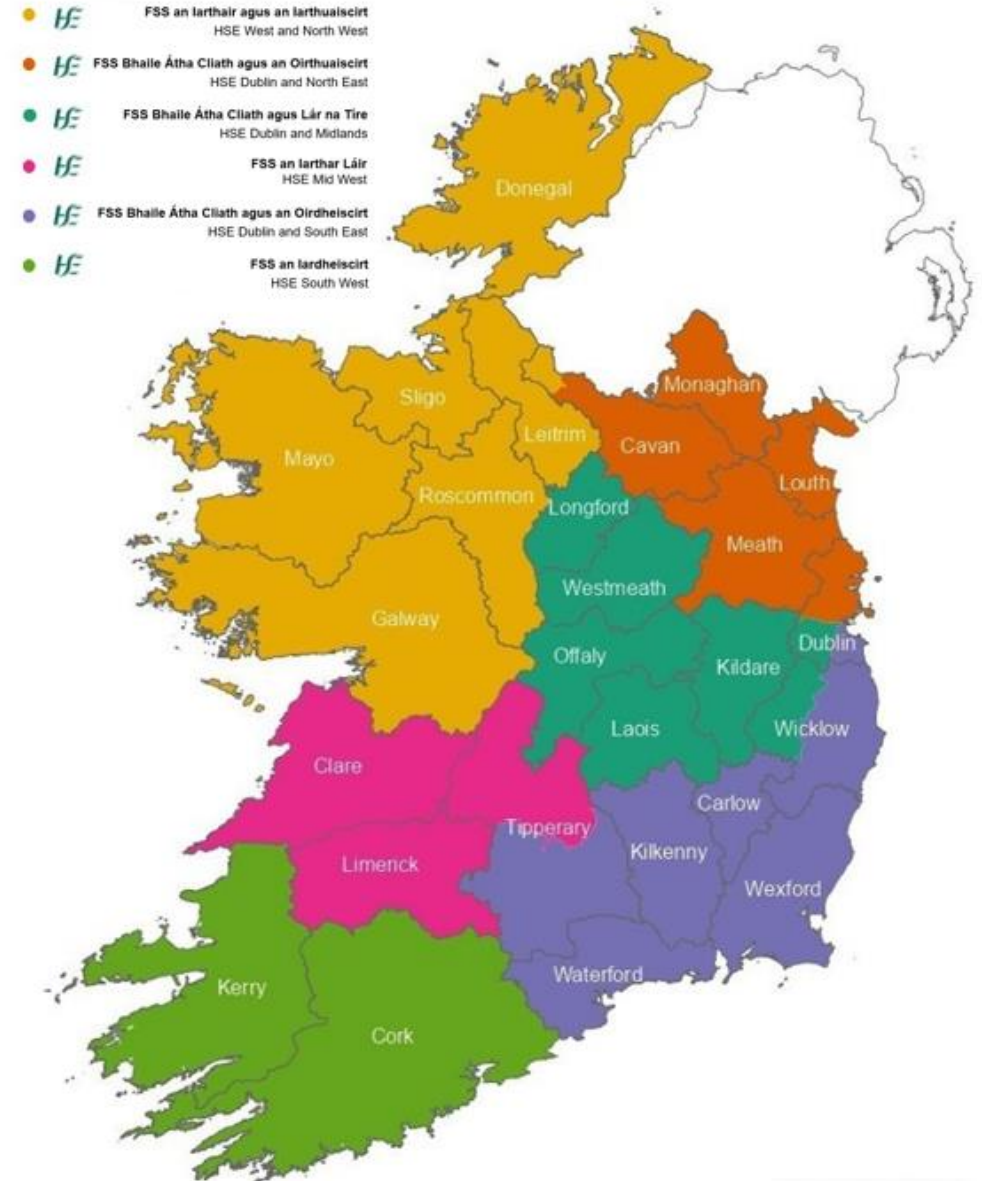
HSE Bringing care closer to home

The HSE is reorganising service delivery into six new health regions.

The HSE health regions will plan and provide all the public health and social care services for the people in that region.

The health regions, their teams and services will be supported by a smaller national HSE.

This is being planned in 2023 and will start in 2024.





Why are we reorganising to Health Regions?

At the moment, our Hospital Groups (HGs) and Community Health Organisations (CHOs) serve populations that are grouped in different ways, covering different areas, weakly connected to each other.

This makes it hard for the health system to deliver integrated care. We aim to address this with the creation of the six Health Regions.

They will provide services that are:

- Integrated, locally planned and delivered.
- Easier to access and navigate for patients and their families.
- Available closer to patients' home when they need them – right care, right place, right time.

The Health Regions are an important part of putting Sláintecare in action.





Health Regions Vision



To deliver **timely access** to safe, high-quality, integrated care to all patients. This means **person-centred** health and social care services that are **informed by the needs of the people and communities** in each region, better serving people at all stages throughout their lives



To **align** hospital and community-based services in each region so that they can **work together** better and deliver joined-up, **co-ordinated care closer to home**. This will help to ensure that we have a highly productive, transparent service with aligned incentives



To **improve regional investment** and **balance national standards** of care and direction with **local decision-making**. This aims to ensure that people can access the **same quality of care** no matter where they live, and resources are **fairly allocated and accounted for**



To **improve the health and well-being** of people in each region by ensuring that services are **planned around local needs**, people are **well-informed** and supported when accessing services, and **health inequalities** are identified and addressed



What we are aiming for:

Person-centred health and social care services

that meet people's needs and improve their health and wellbeing

Connected hospital and community services

that work together to deliver better care closer to people's homes

Local decision making and national standards

that make sure our services are the same good quality across the country

Services planned for the needs of the local community

that keep people informed about their health, and show the use of resources fairly and wisely



Change happens on the ground

- This change will affect everyone working in healthcare to some degree – more than 160,000 people in our workforce.
- We want staff to be involved and informed about what's changing, and what it means for us, our colleagues and the people in our care day-to-day.
- It will also affect patients, service users and the public. The HSE health regions will deliver the care that people need in their area.
- Our partner organisations, local authorities and public representatives also need to be informed and involved.





Progress to date

Clinical and Corporate Governance

Finance

People and Development

Capital and ICT

Change, Comms and Culture

2022

5 Workstreams established to progress design

High-Level Design

2023

HSE Health Regions Implementation Plan

July 2023

Memo to Government approved



Regional Events with key stakeholders

2022
Over 1200 stakeholders engaged

High-Level Integrated Service Delivery Model

HSE Health Regions Programme

Team Established



2023 to date
Over 2500 stakeholders engaged

Ongoing Engagement with CHOs, Hospital Groups, Patient Representatives, HSE Centre Staff, Voluntary Organisations and more

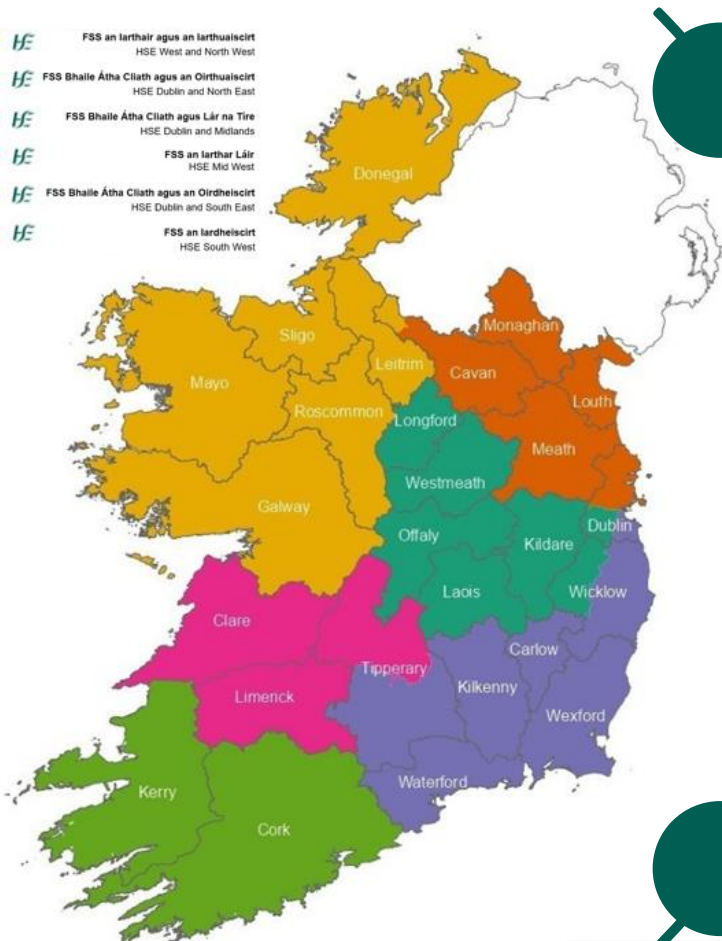




What's decided?

We will still be a single HSE organisation with 6 health regions. Services will be integrated across hospitals and community in these health regions.

- FSS an Iarthair agus an Iarthuaiscirt
HSE West and North West
- FSS Bhaile Átha Cliath agus an Oirthuaiscirt
HSE Dublin and North East
- FSS Bhaile Átha Cliath agus Lár na Tíre
HSE Dublin and Midlands
- FSS an Iarthar Láir
HSE Mid West
- FSS Bhaile Átha Cliath agus an Oirthuaiscirt
HSE Dublin and South East
- FSS an Iardheiscirt
HSE South West



- Six geographical boundaries agreed within the HSE - Health Regions not separate statutory bodies
- They'll use the HSE logo and be under the governance of the HSE Board
- Following a transition period the Health Region management structure will replace existing CHO and HG management structures
- Regional Health Forum structure to remain but will reflect Health Regions structure
- Operational focus to move from HSE national to Health Region
- HSE national will develop and oversee standards and guidelines for implementation at regional level



HSE Health Regions and County Boundaries

FSS an Iarthair agus an Iarthuaiscirt
HSE West and North West



FSS Bhaile Átha Cliath agus an Oirthuaiscirt
HSE Dublin and North East



FSS Bhaile Átha Cliath agus Lár na Tíre
HSE Dublin and Midlands



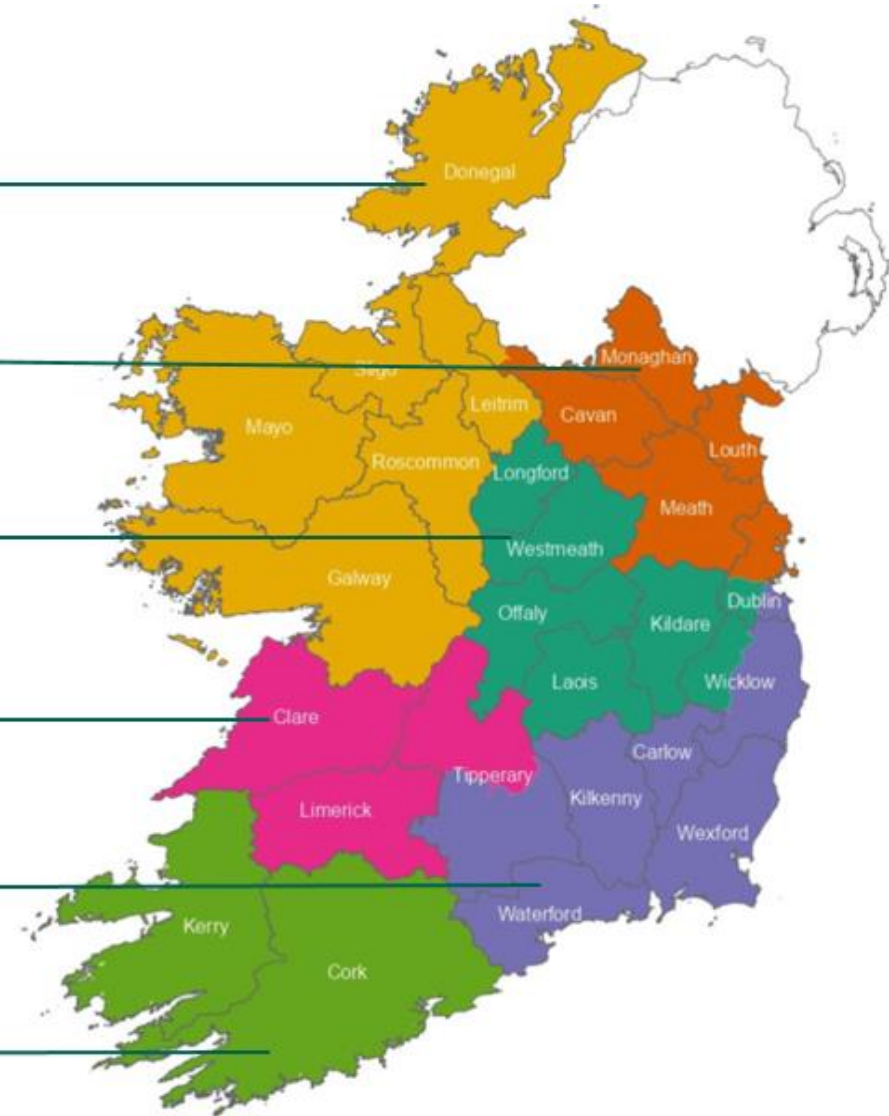
FSS an Iarthar Láir
HSE Mid West



FSS Bhaile Átha Cliath agus an Oirdheiscirt
HSE Dublin and South East



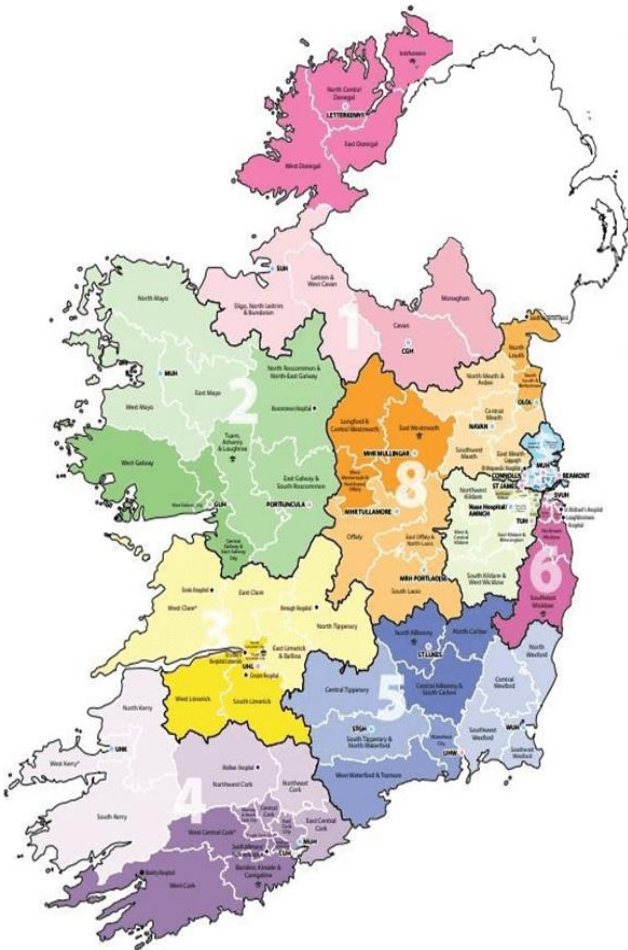
FSS an Iardheiscirt
HSE South West



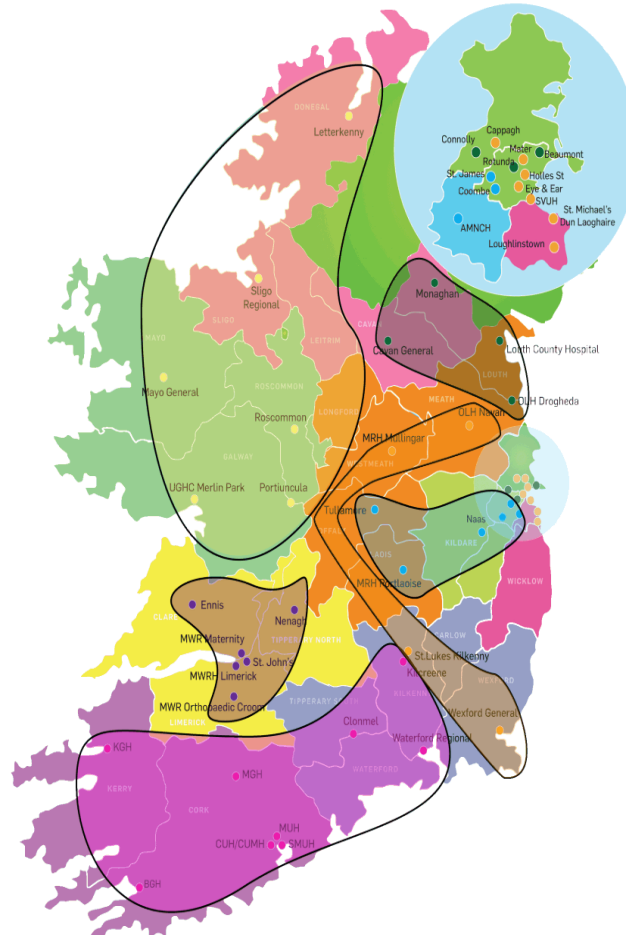


CHOs and HGs to Health Regions

Community Health Organisations



Hospital Groups



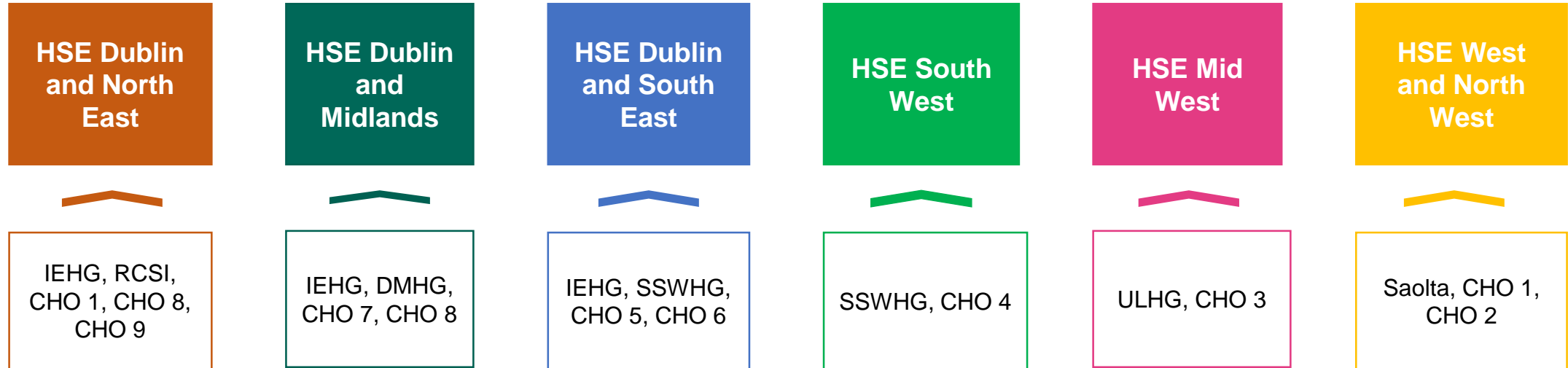
Health regions

- HSE FSS an Iarthair agus an Iarthuaiscirt
HSE West and North West
- HSE FSS Bhaile Átha Cliath agus an Oirthuaiscirt
HSE Dublin and North East
- HSE FSS Bhaile Átha Cliath agus Lár na Tíre
HSE Dublin and Midlands
- HSE FSS an Iarthair Láir
HSE Mid West
- HSE FSS Bhaile Átha Cliath agus an Oirthuaiscirt
HSE Dublin and South East
- HSE FSS an Iardheiscirt
HSE South West





CHOs and Hospital Groups to Health Regions





HSE Health Regions Implementation Plan

The Health Regions Implementation Plan was published in July 2023, following Government approval. The HSE will be working through the transition outlined in the plan during the remainder of 2023, with a view to commencing the regions from February 2024 onward. The plan sets out how Health Regions will be established and outlines our direction on areas such as:

**Population
Health
Planning and
Delivery of
Integrated
Care**

**Integrated
Service
Delivery
Model - High
Level Design**

**Vision for
Health
Regions**

**Transitioning
to Health
Regions**

**Proposed
Roles and
Responsibilities
for Health
Regions, HSE
Centre and the
two
Departments**



HSE Health Regions Implementation Plan Key Actions

To get to where we aim to be by February 2024 requires a decisive move to operations organised within the regions, the HSE Centre, and in the wider health and social care sector. The key actions are grouped into four themes:

- 1. Leadership, Vision & People**
- 2. Model of Integrated Care & Healthcare Governance**
- 3. Planning and Finance**
- 4. Infrastructure including Capital, ICT and Supports**



Leadership, Vision, and People

Activity	Timeline
Conduct geographical impact analysis	July 2023
Define the structure of the HSE Centre	September 2023
Agree staff appointment transition approach for Health Regions	September 2023
Define the structure of the Health Regions	September 2023
Align geographies to Health Regions	From September 2023
Progress integrated care pathways	Ongoing from September 2023
Health Region leadership – Appoint REOs	From October 2023
Health Region leadership – Agree EMTs	From October 2023
Conduct training needs analysis to support and upskill staff transitioning to Health Regions	From December 2023
Develop a phased learning plan for Health Regions and HSE Centre	From December 2023
Deliver required training programmes to leadership and staff	From February 2024
Clarify the Department of Health’s role to enable Health Regions	March 2024
Engage with stakeholders	Ongoing



Model of Integrated Care including Healthcare Governance

Activity	Timeline
Develop framework for health needs assessments	July 2023
Agree integrated service delivery model for Health Regions	August 2023
Conduct health needs analysis	From September 2023
Update HSE Code of Governance	November 2023
Agree Health Regions governance approach and partnership arrangements for non-HSE providers	December 2023
Undertake baseline analysis of resources by Health Region	December 2023
Agree performance accountability framework	December 2023
Agree baseline KPIs for Health Regions	December 2023
Implement integrated service delivery model for Health Regions	From June 2024



Planning & Finance and Infrastructure including Capital, ICT & Supports

Activity	Timeline
Approve revised process for service plans	July 2023
Establish PBRA Expert Group	July 2023
Approve revised process for HSE corporate plans	June 2024

Activity	Timeline
Identify Health Region 'headquarters'	September 2023
Define critical Digital, ICT, and data requirements for regions	October 2023
Agree future approach to business functions for Health Regions	December 2023
Address critical digital, ICT, and data requirements for regions	January 2024
Agree future approach for capital arrangements in line with Public Spending Code to include capital funding, capital planning, procurement and delivery of capital projects, and management of estates and assets	January 2024
Complete branding exercise for Health Regions	February 2024



Health Regions – Key Next Steps

- Finalise Programme Plan for 2023/24
- Progress recruitment of Health Region, Regional Executive Officer posts
- Complete impact assessment for geographical alignment to new Health Region boundaries
- Agree HSE Centre Design and alignment to Health Region structure
- Agree the Integrated Service Delivery Model
- Establish Governance fora for Implementation Phase and agree terms of reference – HSE Health Region Oversight Group and HSE Health Region Implementation Planning Group
- Ongoing engagement and dialogue with all key stakeholders throughout



Transition – Hospital Groups

Current Hospital Group Configuration →	Hospital Group Transition →	New Health Regions - Hospitals
<p>IEHG</p> <ul style="list-style-type: none"> • Mater Misericordiae University Hospital • Our Lady’s Hospital Navan • National Orthopaedic Hospital Cappagh • Midland Regional Hospital, Mullingar • St Vincent’s Hospital • St Luke’s General Hospital, Kilkenny • Wexford General Hospital • St Columcille’s Hospital • St Michaels Hospital • Royal Victoria Eye and Ear Hospital • National Maternity Hospital Dublin • National Rehabilitation Hospital 	<p>IEHG will be split between:</p> <ul style="list-style-type: none"> • HSE Dublin and North East – The Mater, Our Lady’s Hospital Navan and National Orthopaedic Hospital Cappagh • HSE Dublin and Midlands – Midland Regional Hospital, Mullingar • HSE Dublin and South East – St Vincent’s Hospital, St Luke’s General Hospital, Kilkenny, Wexford General Hospital, St Columcille’s, St Michaels Hospital , Royal Victoria Eye and Ear Hospital, National Maternity Hospital Dublin and National Rehabilitation Hospital. 	<p>HSE Dublin & South East</p> <ul style="list-style-type: none"> • Lourdes Orthopaedic Hospital • National Maternity Hospital Dublin • National Rehabilitation Hospital • Royal Victoria Eye and Ear Hospital • South Tipperary General Hospital • St Columcille’s Hospital • St Luke’s General Hospital, Kilkenny • St Michaels Hospital • St Vincent’s Hospital • University Hospital Waterford • Wexford General Hospital
<p>RCSI</p> <ul style="list-style-type: none"> • Beaumont Hospital • Cavan Monaghan Hospital • Connolly Hospital Blanchardstown • Louth County Hospital, Dundalk • Our Lady of Lourdes Hospital Drogheda • Rotunda Hospital Dublin 	<p>RCSI maps to HSE Dublin and North East in its entirety</p>	<p>HSE Dublin and North East</p> <ul style="list-style-type: none"> • Beaumont Hospital • Cavan Monaghan Hospital • Connolly Hospital Blanchardstown • Louth County Hospital, Dundalk • Mater Misericordiae University Hospital • National Orthopaedic Hospital Cappagh • Our Lady’s Hospital Navan • Our Lady of Lourdes Hospital Drogheda • Rotunda Hospital Dublin
<p>ULHG</p> <ul style="list-style-type: none"> • Croom Hospital Limerick • Ennis Hospital • Nenagh Hospital • St. John’s Hospital Limerick • University Hospital Limerick • University Maternity Hospital Limerick 	<p>ULHG maps to HSE Midwest in its entirety</p>	<p>HSE Mid West</p> <ul style="list-style-type: none"> • Croom Hospital Limerick • Ennis Hospital • Nenagh Hospital • St. John’s Hospital Limerick • University Hospital Limerick • University Maternity Hospital Limerick

HSE Transition – Hospital Groups

Current Hospital Group Configuration →	Hospital Group Transition →	New Health Regions - Hospitals
Saolta <ul style="list-style-type: none"> • Galway University Hospitals • Letterkenny University Hospital • Mayo University Hospital • Portiuncula University Hospital • Roscommon University Hospital • Sligo University Hospital 	Saolta maps to HSE West and North West in its entirety	HSE West and North West <ul style="list-style-type: none"> • Galway University Hospitals • Letterkenny University Hospital • Mayo University Hospital • Portiuncula University Hospital • Roscommon University Hospital • Sligo University Hospital
DMHG <ul style="list-style-type: none"> • Coombe Women & Infants University Hospital • Midland Regional Hospital Portlaoise • Midland Regional Hospital Tullamore • Naas General Hospital • Tallaght University Hospital • St. James's Hospital • St. Luke's Hospital, Rathgar 	DMHG maps to HSE Dublin and Midlands in its entirety	HSE Dublin and Midlands <ul style="list-style-type: none"> • Coombe Women & Infants University Hospital • Midland Regional Hospital Mullingar • Midland Regional Hospital Portlaoise • Midland Regional Hospital Tullamore • Naas General Hospital • St. James's Hospital • St. Luke's Hospital, Rathgar • Tallaght University Hospital
SSWHG <ul style="list-style-type: none"> • South Tipperary General Hospital • University Hospital Waterford • Lourdes Orthopaedic Hospital Kilcreene • Bantry General Hospital • Cork University Hospital • Cork University Maternity Hospital • Mallow General Hospital • Mercy University Hospital • South Infirmary-Victoria University Hospital • University Hospital Kerry 	SSWHG will be split between: <ul style="list-style-type: none"> • HSE Dublin and South East – University Hospital Waterford, South Tipperary General Hospital, Lourdes Orthopaedic Hospital • HSE South West – Cork University Hospital, University Hospital Kerry, Mercy University Hospital, South Infirmary Victoria University Hospital, Bantry General Hospital, Malow General Hospital 	HSE South West <ul style="list-style-type: none"> • Bantry General Hospital • Cork University Hospital • Cork University Maternity Hospital • Mallow General Hospital • Mercy University Hospital • South Infirmary-Victoria University Hospital • University Hospital Kerry



Transition – Community Health Organisations

Current CHO Configuration →	CHO Transition →	New Health Regions - Community
CHO 1 <ul style="list-style-type: none"> • Cavan • Donegal • Leitrim • Monaghan • Sligo 	CHO 1 will be split between <ul style="list-style-type: none"> • HSE Dublin and North East c.133k population (Most of Cavan, Monaghan) - merge with CHO 8 & 9 • HSE West and North West c.258k population (Inishowen, Donegal East, Leitrim and West Cavan, Donegal North, Donegal South and West, Sligo South Donegal)- merge with CHO 2 	HSE Dublin and North East <ul style="list-style-type: none"> • Cavan (excl. West Cavan) • Monaghan • Meath • Louth • North Dublin
CHO 2 <ul style="list-style-type: none"> • Galway • Roscommon • Mayo 	CHO 2 maps to HSE West and North West in its entirety (c.453k population)- merge with CHO1	HSE West and North West <ul style="list-style-type: none"> • Donegal • Galway • Leitrim (incl. West Cavan) • Mayo • Roscommon • Sligo
CHO 3 <ul style="list-style-type: none"> • Limerick • Clare • North Tipperary 	CHO 3 maps to HSE Mid West in its entirety (c.384k population)	HSE Mid West <ul style="list-style-type: none"> • Limerick • Clare • North Tipperary
CHO 4 <ul style="list-style-type: none"> • Cork • Kerry 	CHO 4 maps to HSE South West in its entirety (c.690k population)	HSE South West <ul style="list-style-type: none"> • Cork • Kerry
CHO 5 <ul style="list-style-type: none"> • Wexford • Carlow/Kilkenny • Waterford • South Tipperary 	CHO 5 maps to HSE Dublin and South East in its entirety (c.510k population) - merge with CHO 6	HSE Dublin & South East <ul style="list-style-type: none"> • Wexford • Carlow/Kilkenny • Waterford • South Tipperary • Dublin (South East) • Wicklow (excl. West Wicklow)

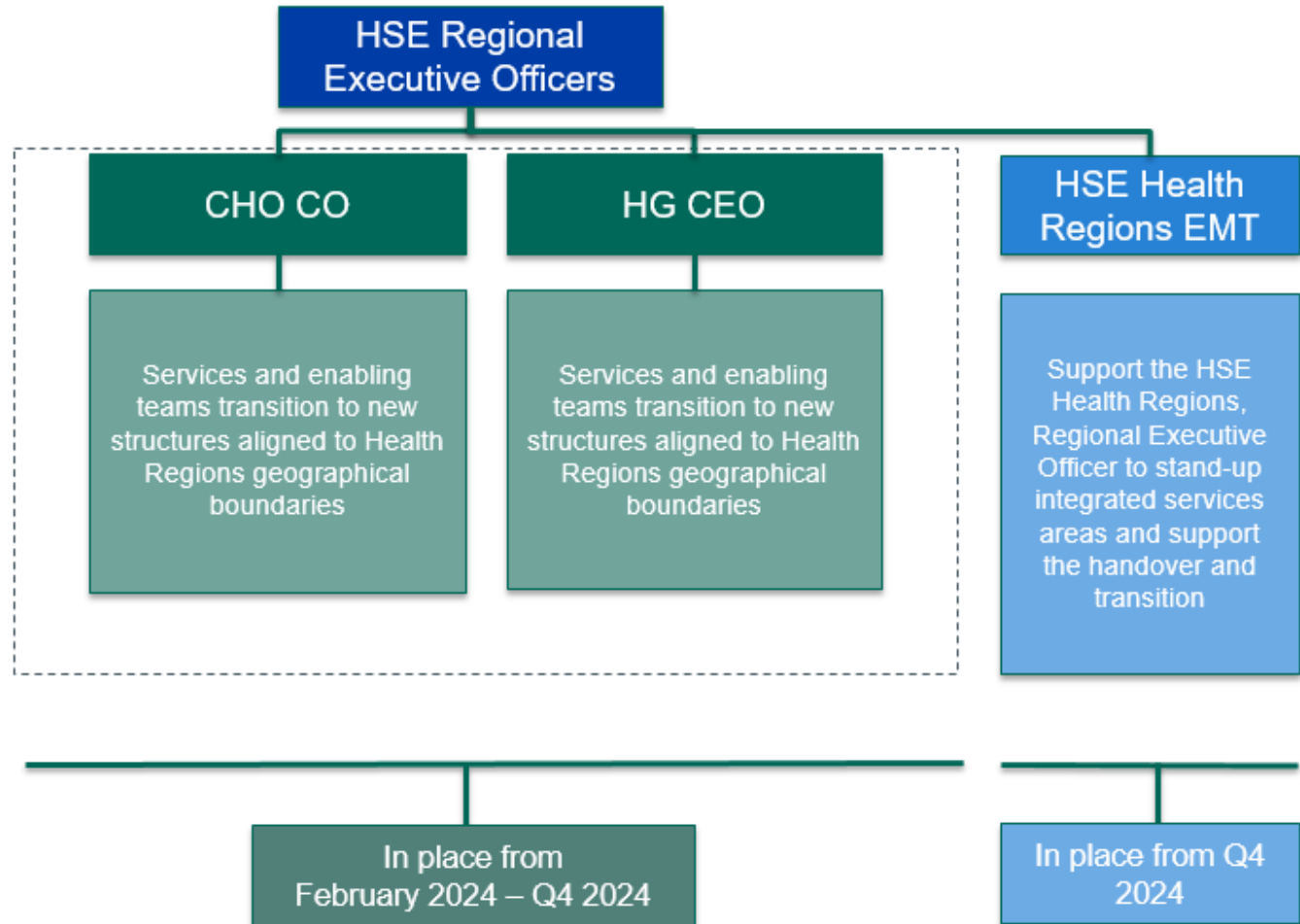


Transition – Community Health Organisations

Current CHO Configuration →	CHO Transition →	New Health Regions - Community
CHO 6 <ul style="list-style-type: none"> Dublin (South East) Wicklow (excl. West Wicklow) 	CHO 6 maps to HSE Dublin and South East in its entirety (c.393k population) - merge with CHO 5	See HSE Dublin & South East slide 20
CHO 7 Dublin (South West) Kildare (incl. West Wicklow)	CHO 7 maps to HSE Dublin and Midlands in its entirety (c.697k population) - merge with CHO 8	HSE Dublin and Midlands <ul style="list-style-type: none"> Dublin (South West) Kildare (incl. West Wicklow) Laois Offaly Longford Westmeath
CHO 8 <ul style="list-style-type: none"> Laois Offaly Longford Westmeath Meath Louth 	CHO 8 will be split between <ul style="list-style-type: none"> HSE Dublin and North East c.326k population (North Louth, South Louth and Bettystown, East Meath, North Meath and Ardee, Central Meath and Southwest Meath) - merge with CHO 1 & 9 HSE Dublin and Midlands c.292k population (East Westmeath, Longford and Central Westmeath, West Westmeath and Northwest Offaly, Offaly, East Offaly and North Laois and South Laois) - merge with CHO 7 	See HSE Dublin and North East slide 20 & HSE Dublin and Midlands slide 21
CHO 9 <ul style="list-style-type: none"> Dublin (North) 	CHO 9 maps to HSE Dublin and North East in its entirety (c.621k population) - merge with CHO 1 & 8	See HSE Dublin and North East slide 20

HSE Phased Transition to Health Regions from February 2024

Interim Health Regions Team Structures



Description of Transition

- HSE Health Regions, Regional Executive Officer appointed with formal accountability for their area, reporting to the HSE CEO
- 15 CHOs and HGs COs / CEOs remain in place reporting to HSE Health Regions, Regional Executive Officers
- CHO and HG boundaries changed to align to future boundaries in preparation for HSE Health Regions.
- HSE Health Regions Executive Management Team appointed to support the HSE Health Regions, Regional Executive Officer to stand-up the integrated services areas and support the handover and transition to a fully functioning HSE Health Regions from current structures

A detailed programme of work will continue over the coming months. The HSE Health Regions Programme team will work with leaders all over the country to keep staff informed, and to involve people and partner organisations in changes that might affect them.

- We will issue regular updates, to outline progress and aim to answer questions people have.
- Look out for staff email updates, and visit the web page at www.hse.ie/healthregions.
- If you have questions about your own role or area of work, please talk to your line manager, or your local HR team.
- Further details can be found at www.hse.ie/healthregions
- See www.healthservice.ie for staff news updates
- Contact the Health Regions Programme Team on healthregions.team@hse.ie