

# Introducing the HSE's new Health Regions

31<sup>st</sup> July 2023



An Roinn Sláinte  
Department of Health

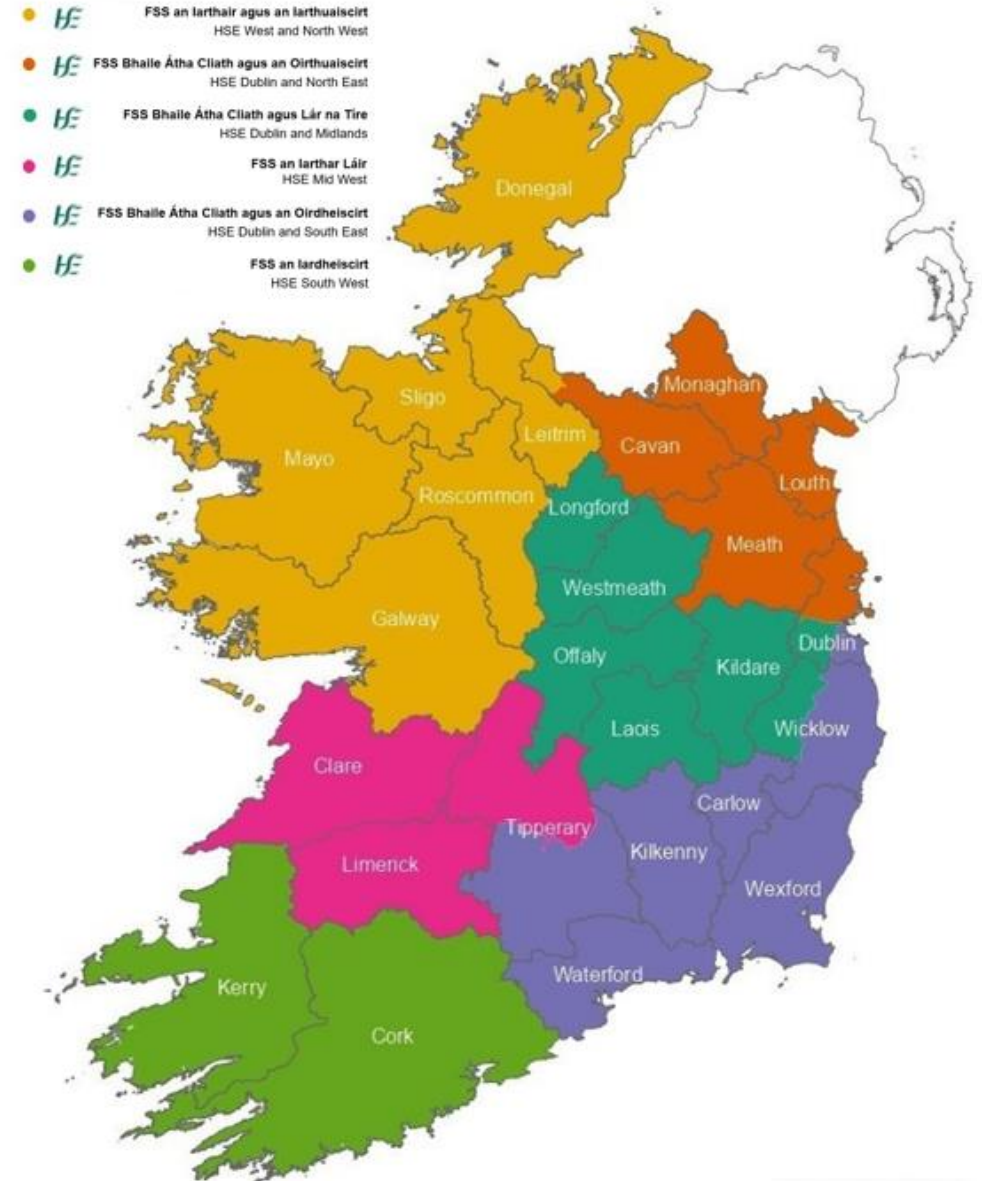
# HSE Bringing care closer to home

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

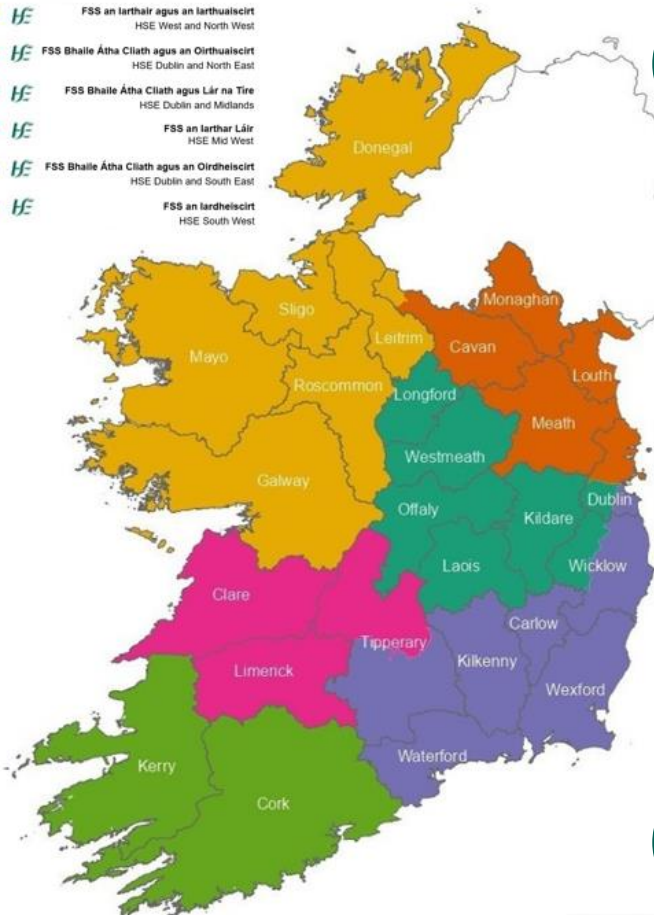




# What's decided?

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

- 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 Iarthar Láir  
HSE Mid West
- HSE FSS Bhaile Átha Cliath agus an Oirthuaiscirt  
HSE Dublin and South East
- HSE 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



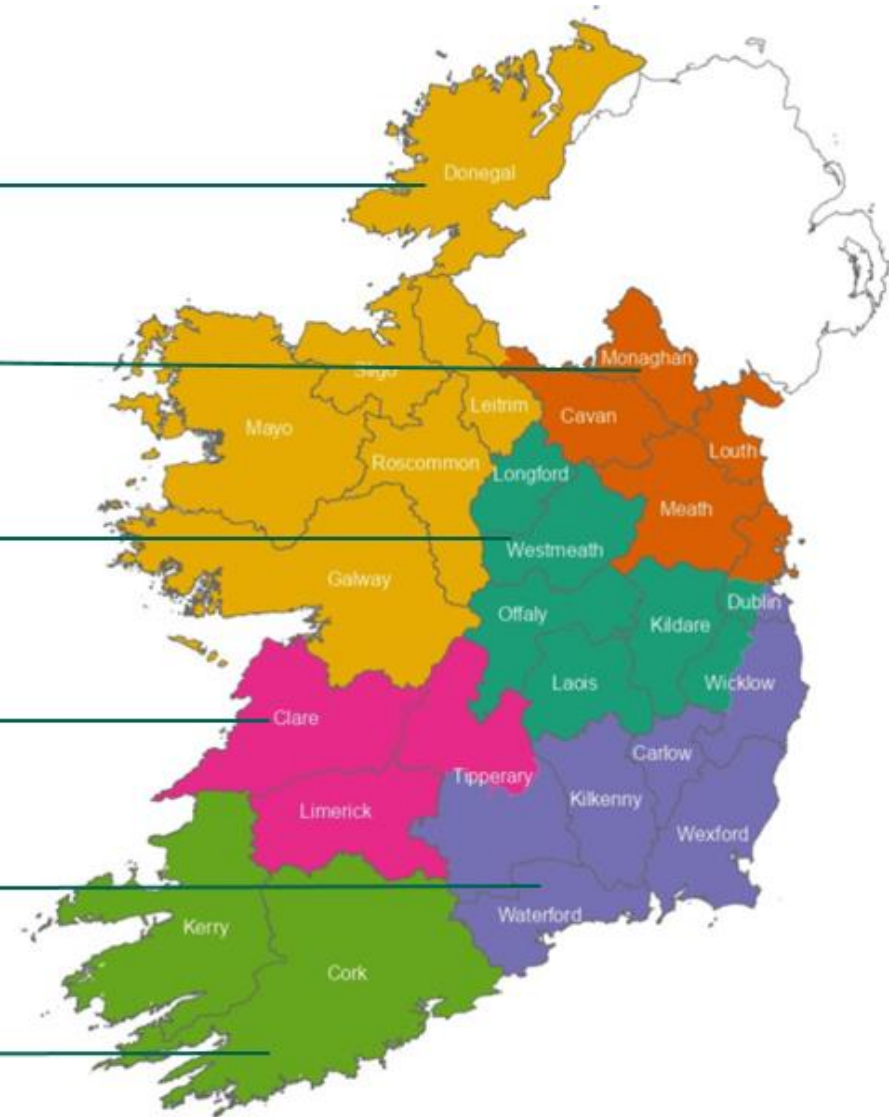
**FSS an Iarthar Láir**  
HSE Mid West



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



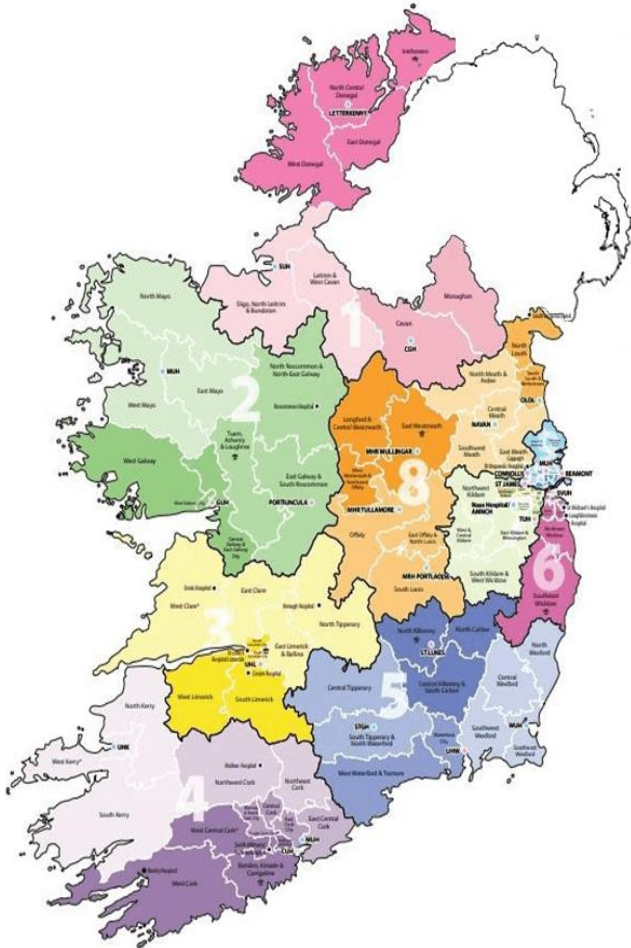
**FSS an Iardheiscirt**  
HSE South West



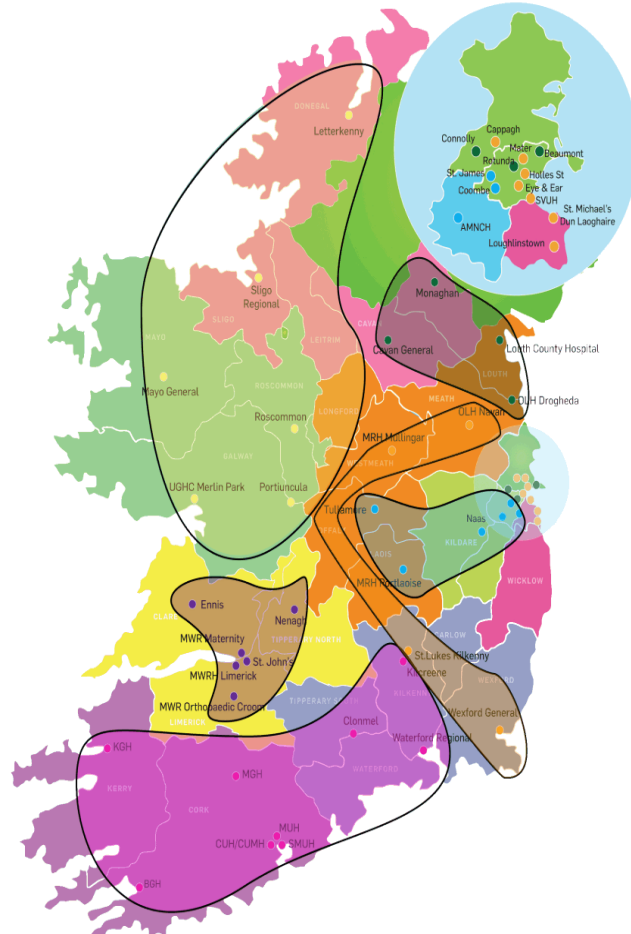


# CHOs and HGs to Health Regions

## Community Health Organisations

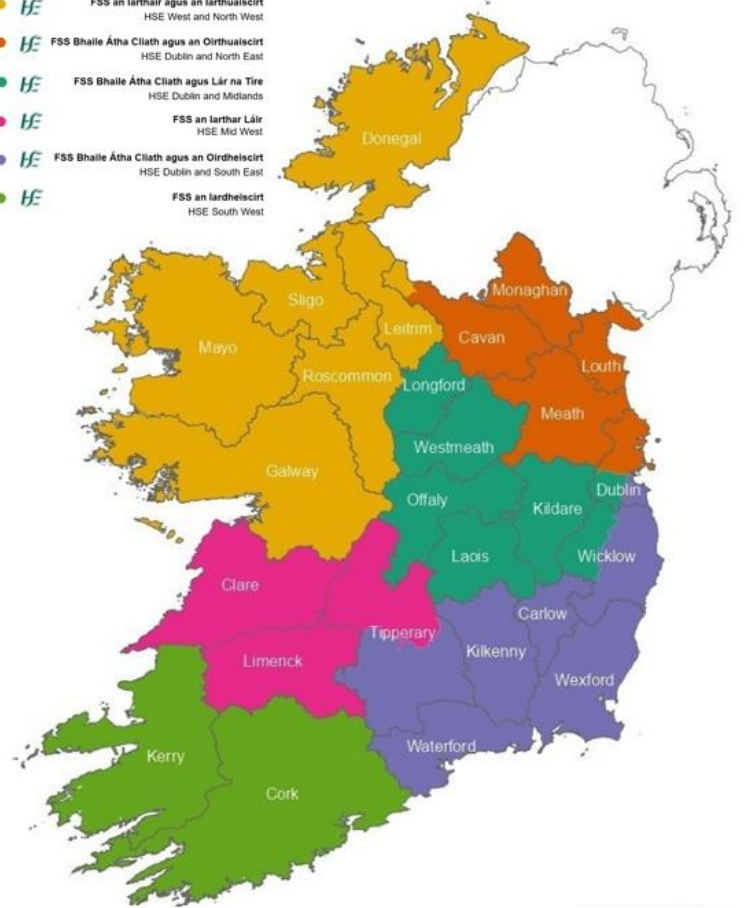


## Hospital Groups



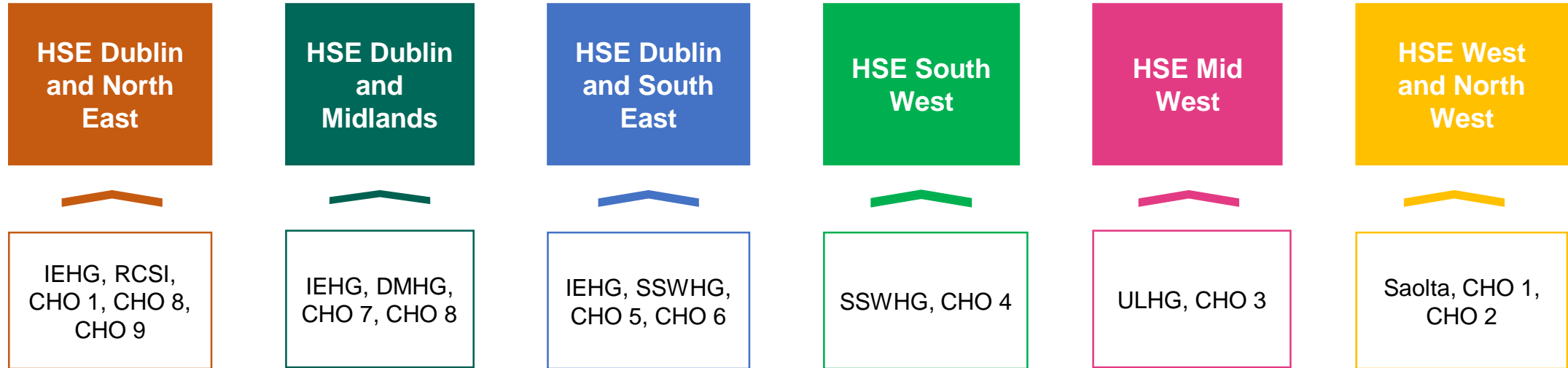
## Health regions

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

# HSE Transition – Hospital Groups

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



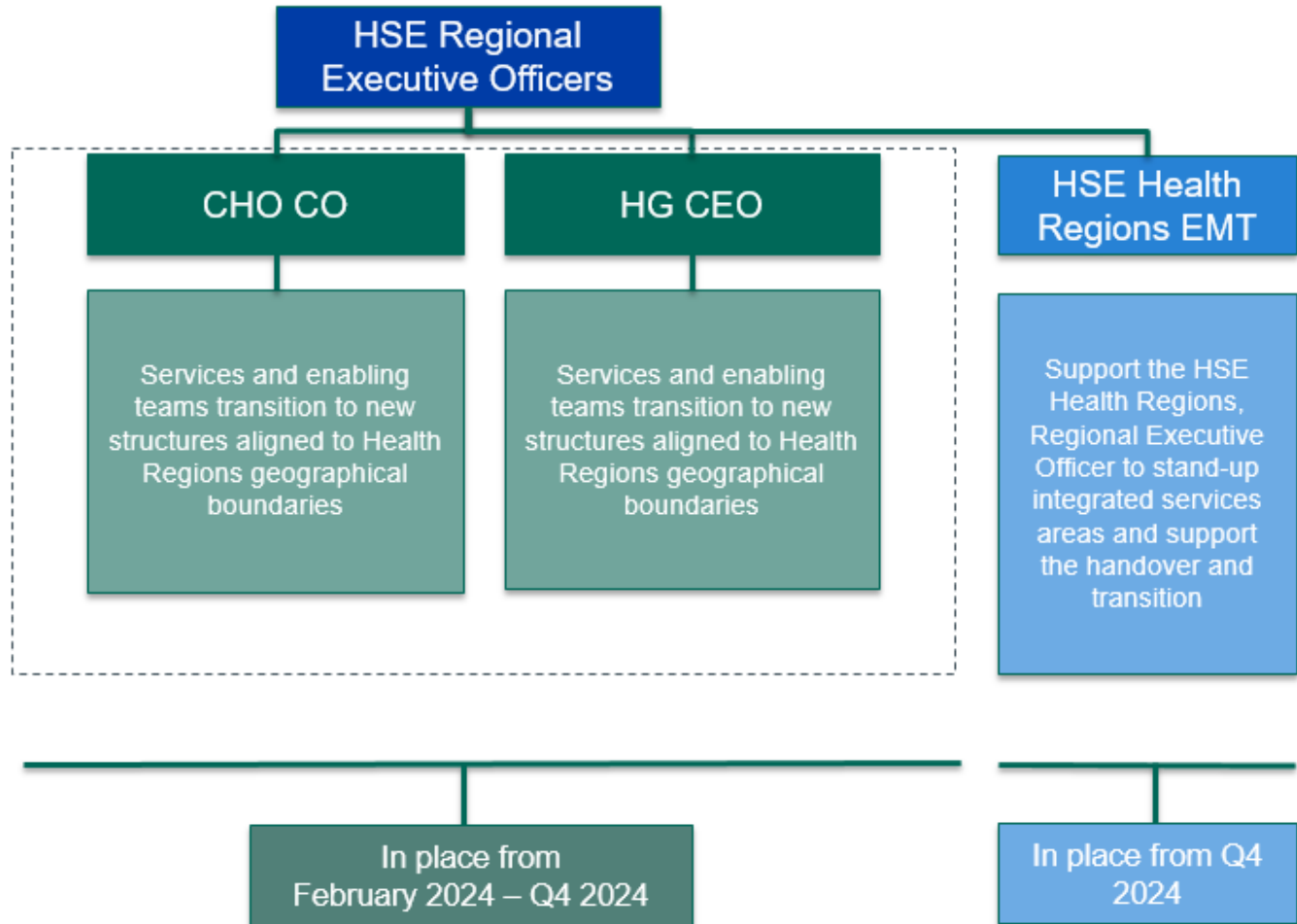
# Transition – Community Health Organisations

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

Current CHO Configuration →	CHO Transition →	New Health Regions - Community
<b>CHO 6</b> <ul style="list-style-type: none"> <li>Dublin (South East)</li> <li>Wicklow (excl. West Wicklow)</li> </ul>	CHO 6 maps to HSE Dublin and South East in its entirety (c.393k population) - merge with CHO 5	See <b>HSE Dublin &amp; South East</b> slide 20
<b>CHO 7</b> 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	<b>HSE Dublin and Midlands</b> <ul style="list-style-type: none"> <li>Dublin (South West)</li> <li>Kildare (incl. West Wicklow)</li> <li>Laois</li> <li>Offaly</li> <li>Longford</li> <li>Westmeath</li> </ul>
<b>CHO 8</b> <ul style="list-style-type: none"> <li>Laois</li> <li>Offaly</li> <li>Longford</li> <li>Westmeath</li> <li>Meath</li> <li>Louth</li> </ul>	CHO 8 will be split between <ul style="list-style-type: none"> <li>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 &amp; 9</li> <li>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</li> </ul>	See <b>HSE Dublin and North East</b> slide 20 & <b>HSE Dublin and Midlands</b> slide 21
<b>CHO 9</b> <ul style="list-style-type: none"> <li>Dublin (North)</li> </ul>	CHO 9 maps to HSE Dublin and North East in its entirety (c.621k population) - merge with CHO 1 & 8	See <b>HSE Dublin and North East</b> 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](http://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](http://www.hse.ie/healthregions)
- See [www.healthservice.ie](http://www.healthservice.ie) for staff news updates
- Contact the Health Regions Programme Team on [healthregions.team@hse.ie](mailto:healthregions.team@hse.ie)