HSE Digital Health Strategic Implementation Plan

Better Together for Digital Healthcare

1st December 2023

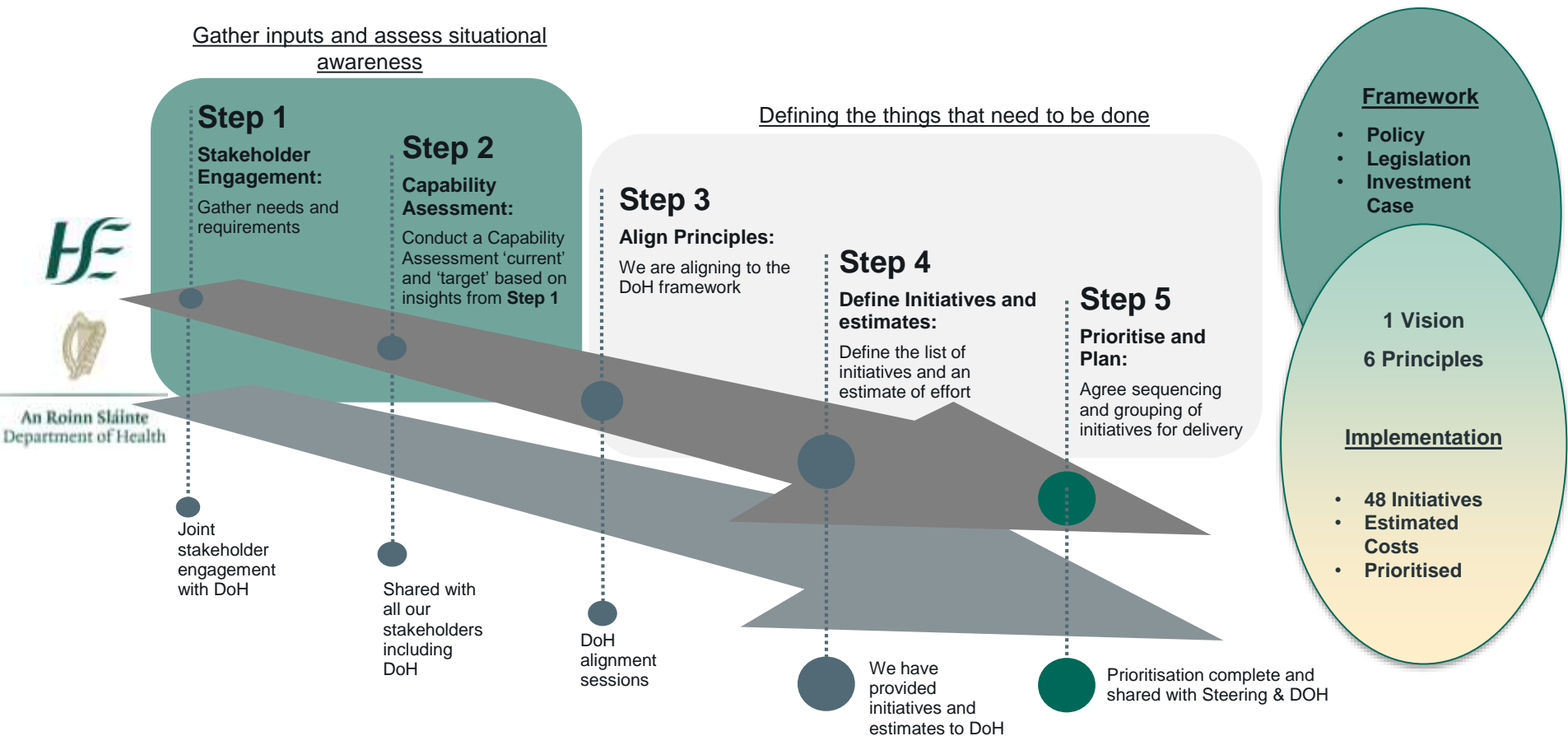Fran Thompson
CIO, eHealth

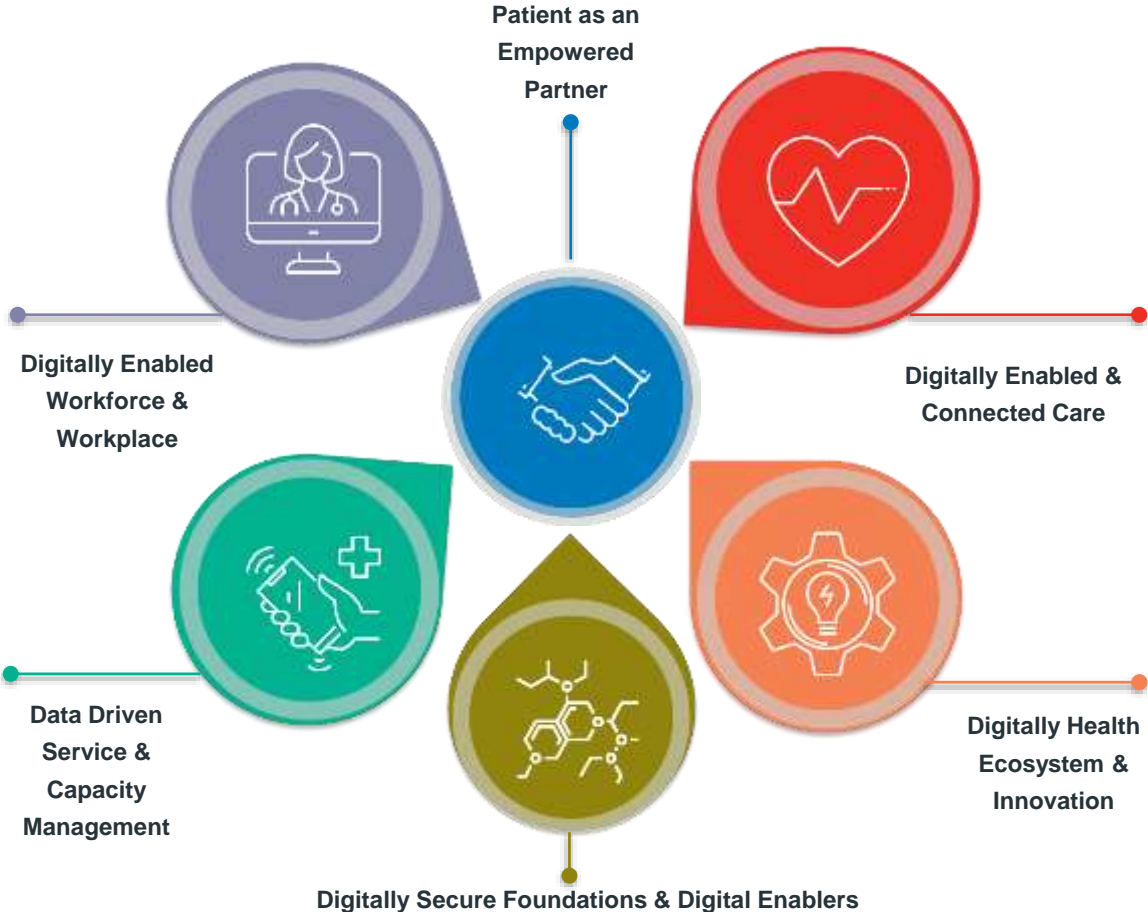John Ward
CTTO, eHealth

Our Collective Ambition

- The **eHealth Strategy** is 10 years old (2013), and the **Knowledge and Information Plan** is 8 years old (2015)

- We have worked in close collaboration with the Department of Health in their development of the **Strategic Digital Health & Social Care Framework**

- The Department have worked in close collaboration with us in the HSE in the development of our **Digital Health Strategic Implementation plan**

- We both recognise that the **Digital Maturity** of patients and healthcare workers has increased, and **their expectations**

- We have seen the power of Digital through **COVID-19**

- We have experienced significant impact through **Cyber**

- Our collective approach will allow us to establish a solid foundation for engagement with Government and our stakeholders to gain support to deliver on our ambition

Digital Health Strategic Implementation Plan (DHSIP)
Our Approach to Building the Digital Health Strategic Implementation Plan

Gather inputs and assess situational awareness

Defining the things that need to be done

Step 1

Stakeholder Engagement:

Gather needs and requirements

Step 2

Capability Assessment:

Conduct a Capability Assessment 'current' and 'target' based on insights from **Step 1**

Step 3

Align Principles:

We are aligning to the DoH framework

Step 4

Define Initiatives and estimates:

Define the list of initiatives and an estimate of effort

Step 5

Prioritise and Plan:

Agree sequencing and grouping of initiatives for delivery

Joint stakeholder engagement with DoH

Shared with all our stakeholders including DoH

DoH alignment sessions

We have provided initiatives and estimates to DoH

Prioritisation complete and shared with Steering & DOH

HSE

An Roinn Sláinte
Department of Health

Framework

- **Policy**
- **Legislation**
- **Investment Case**

1 Vision

6 Principles

Implementation

- **48 Initiatives**
- **Estimated Costs**
- **Prioritised**

Strategic Digital Health and Social care Framework - 6 Guiding Principles

Patient as an Empowered Partner

Digitally Enabled & Connected Care

Digitally Enabled Workforce & Workplace

Data Driven Service & Capacity Management

Digitally Health Ecosystem & Innovation

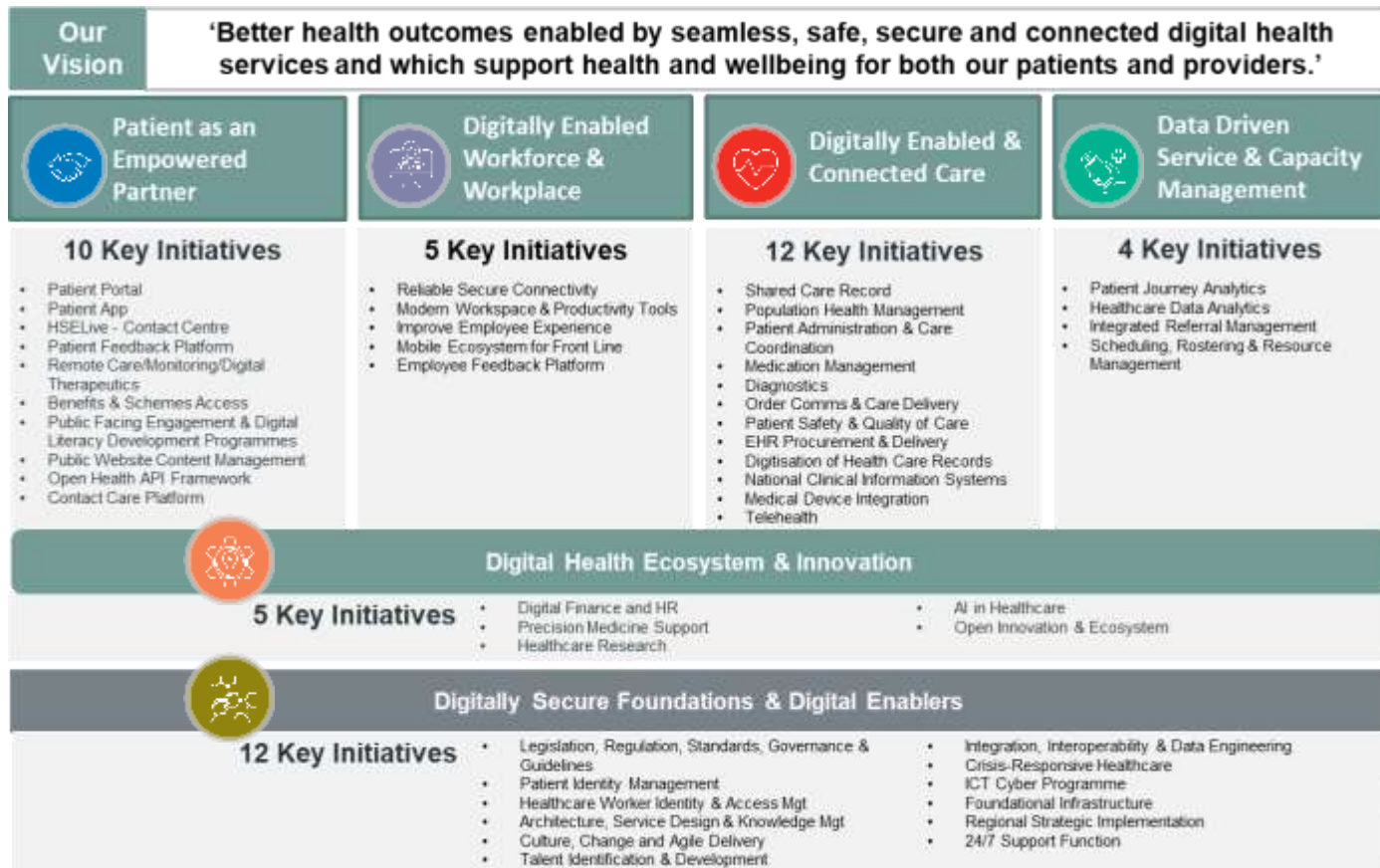**Digitally Secure Foundations & Digital Enablers**

Digital Health Strategic Implementation Plan
Wider Strategy Development

The initiatives which form the basis of the HSE Strategic Implementation Plan are aligned to the Department of Health Digital Health & Social Care Framework vision and principles.

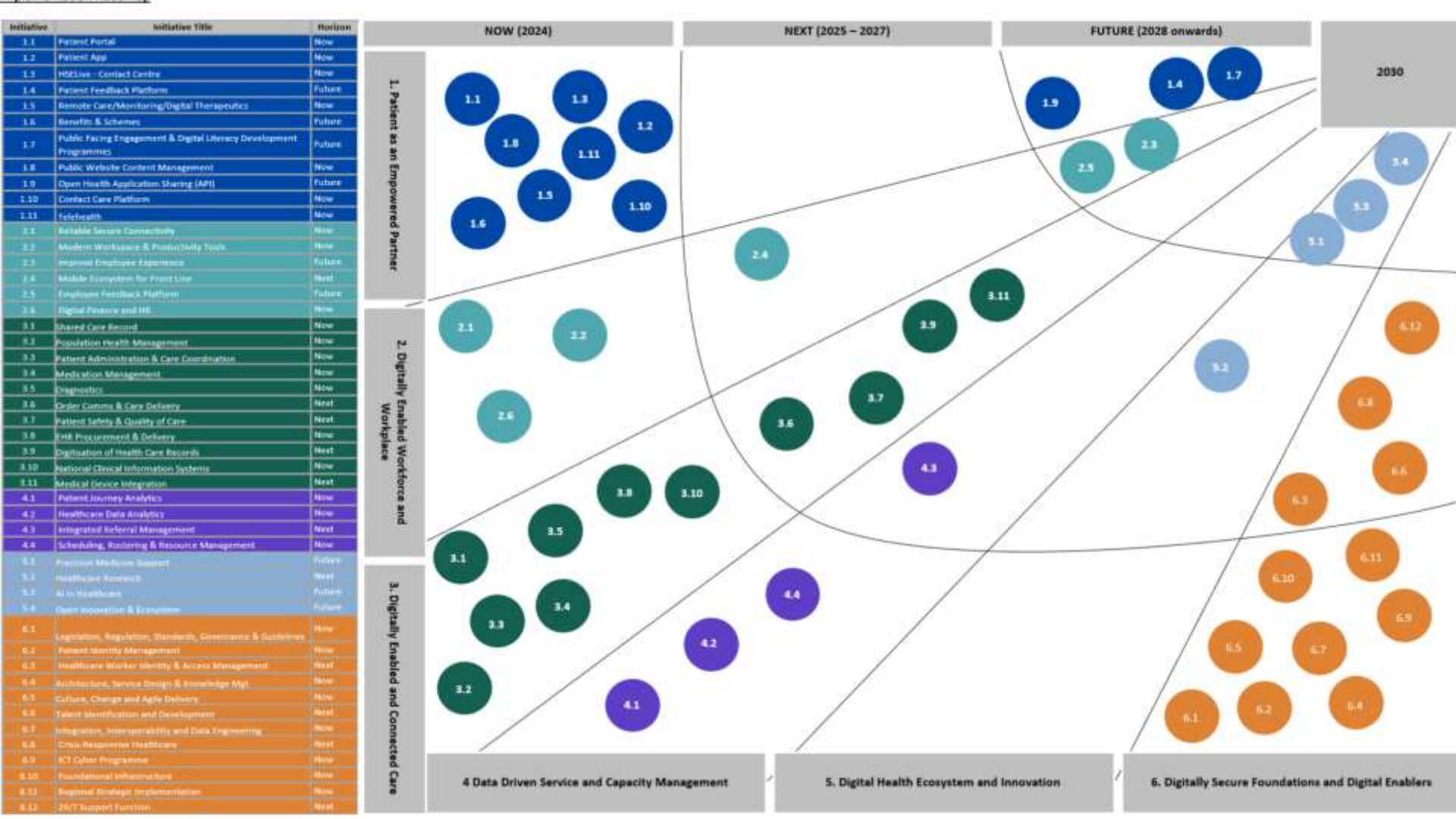**1 Vision**

6 Principles

48 Initiatives[*]

* This includes the current in flight initiatives funded via the ICT Capital Funding

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Our Vision	'Better health outcomes enabled by seamless, safe, secure and connected digital health services and which support health and wellbeing for both our patients and providers.'

Patient as an Empowered Partner

Digitally Enabled Workforce & Workplace

Digitally Enabled & Connected Care

Data Driven Service & Capacity Management

10 Key Initiatives	5 Key Initiatives	12 Key Initiatives	4 Key Initiatives
• Patient Portal • Patient App • HSELive - Contact Centre • Patient Feedback Platform • Remote Care/Monitoring/Digital Therapeutics • Benefits & Schemes Access • Public Facing Engagement & Digital Literacy Development Programmes • Public Website Content Management • Open Health API Framework • Contact Care Platform	• Reliable Secure Connectivity • Modern Workspace & Productivity Tools • Improve Employee Experience • Mobile Ecosystem for Front Line • Employee Feedback Platform	• Shared Care Record • Population Health Management • Patient Administration & Care Coordination • Medication Management • Diagnostics • Order Comms & Care Delivery • Patient Safety & Quality of Care • EHR Procurement & Delivery • Digitisation of Health Care Records • National Clinical Information Systems • Medical Device Integration • Telehealth	• Patient Journey Analytics • Healthcare Data Analytics • Integrated Referral Management • Scheduling, Rostering & Resource Management

Digital Health Ecosystem & Innovation

5 Key Initiatives
- Digital Finance and HR
- Precision Medicine Support
- Healthcare Research
- AI in Healthcare
- Open Innovation & Ecosystem

Digitally Secure Foundations & Digital Enablers

12 Key Initiatives
- Legislation, Regulation, Standards, Governance & Guidelines
- Patient Identity Management
- Healthcare Worker Identity & Access Mgt
- Architecture, Service Design & Knowledge Mgt
- Culture, Change and Agile Delivery
- Talent Identification & Development
- Integration, Interoperability & Data Engineering
- Crisis-Responsive Healthcare
- ICT Cyber Programme
- Foundational Infrastructure
- Regional Strategic Implementation
- 24/7 Support Function

Now, Next, Future

Activities	Digital Health Strategic Implementation Roadmap		
	2023	2024 - 2025	2026 - 2030
Committed initiatives (funded through the ICT Capital Plan)	• Continue for the lifetime of the • Programmes • Double down on strategic investments		
Scaled delivery preparation & delivery of near term benefits		• Build business cases & delivery teams • Deliver visible public initiatives (e.g. Patient Portal & App, SCR) • EHR prework • Commence implementation of secure foundations • Commence procurements (end 2024)	
Delivery at scale			• Delivery of initiatives commences and continues at volume for remaining 5 years

Initiative	Initiative Title	Horizon
1.1	Patient Portal	Now
1.2	Patient App	Now
1.3	HSELive – Contact Centre	Now
1.4	Patient Feedback Platform	Future
1.5	Remote Care/Monitoring/Digital Therapeutics	Now
1.6	Benefits & Schemes	Future
1.7	Public Facing Engagement & Digital Literacy Development Programmes	Future
1.8	Public Website Content Management	Now
1.9	Open Health Application Sharing (API)	Future
1.10	Contact Care Platform	Now
1.11	Telehealth	Now
2.1	Reliable Secure Connectivity	Now
2.2	Modern Workplace & Productivity Tools	Now
2.3	Improve Employee Experience	Future
2.4	Mobile Ecosystem for Front Line	Next
2.5	Employee Feedback Platform	Future
2.6	Digital Finance and HR	Now
3.1	Shared Care Record	Now
3.2	Population Health Management	Now
3.3	Patient Administration & Care Coordination	Now
3.4	Medication Management	Now
3.5	Diagnostics	Now
3.6	Order Comms & Care Delivery	Next
3.7	Patient Safety & Quality of Care	Next
3.8	EHR Procurement & Delivery	Now
3.9	Digitisation of Health Care Records	Next
3.10	National Clinical Information Systems	Now
3.11	Medical Device Integration	Next
4.1	Patient Journey Analytics	Now
4.2	Healthcare Data Analytics	Now
4.3	Integrated Referral Management	Next
4.4	Scheduling, Rostering & Resource Management	Now
5.1	Precision Medicine Support	Future
5.2	Healthcare Research	Next
5.3	AI in Healthcare	Future
5.4	Open Innovation & Ecosystem	Future
6.1	Legislation, Regulation, Standards, Governance & Guidelines	Now
6.2	Patient Identity Management	Now
6.3	Healthcare Worker Identity & Access Management	Next
6.4	Architecture, Service Design & Knowledge Mgt	Now
6.5	Culture, Change and Agile Delivery	Now
6.6	Talent Identification and Development	Next
6.7	Integration, Interoperability and Data Engineering	Now
6.8	Crisis-Responsive Healthcare	Next
6.9	ICT Cyber Programme	Now
6.10	Foundational Infrastructure	Now
6.11	Regional Strategic Implementation	Now
6.12	24/7 Support Function	Next

Horizons: NOW (2024) · NEXT (2025 – 2027) · FUTURE (2028 onwards) · 2030

Row categories:
1. Patient as an Empowered Partner
2. Digitally Enabled Workforce and Workplace
3. Digitally Enabled and Connected Care

Column categories:
- 4 Data Driven Service and Capacity Management
- 5. Digital Health Ecosystem and Innovation
- 6. Digitally Secure Foundations and Digital Enablers

- **Strategy Document Development:**

  Once the 'Digital Health & Social Care Strategic Framework' is published we aim to complete & submit our 'Digital Health Strategic Implementation Plan' in 6-12 weeks

- **2024 Service Planning**

  Service planning and ICT Capital planning for 2024 has been aligned to the new (draft) framework and strategy

Transformation Management Office (TMO)

Change Enablement

Data Standardisation

Transformation Architecture & Integration
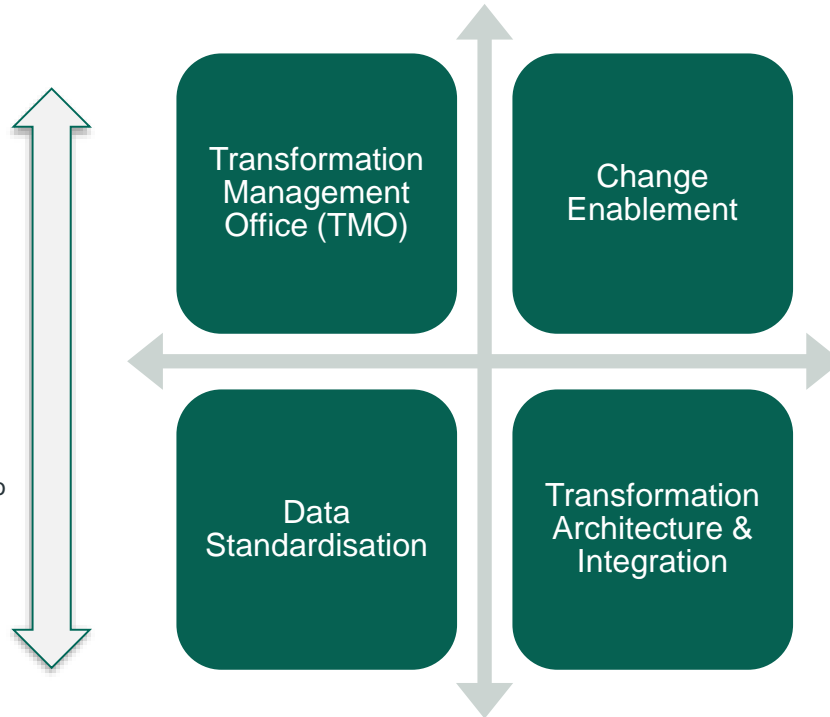
The Mobilisation Phase for the Programme team consists of:

- Commencing the process of aligning and engaging the broader Health Service in this transformation journey, including existing eHealth Programmes and existing Service Priorities.

- Syncing with Health Regions and HSE Centre design activities
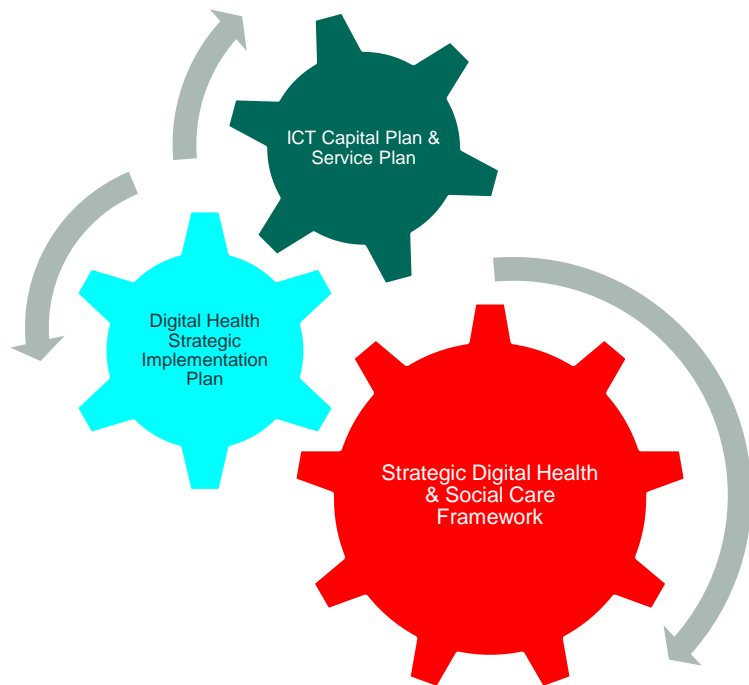
- The Department's **Strategic Digital Health & Social Care Framework** sets out the vision, goals/objectives, policy direction for Digital Health for the remainder of this decade.

- The HSE's **Digital Health Strategic Implementation Plan** builds upon and aligns with the Department's **Strategic Digital Health & Social Care Framework** with its primary purpose being to set out the digital health initiatives which will deliver the vision and mission set out in the Department's Framework.

- The collective ambition in these two documents are multi year in nature, and while they have not been published yet they are being used on Service Planning and the development of the ICT Capital Plan and Service Plan for 2024

Proposed Capital Investment (%) by Principle

- We have developed our proposed ICT Capital plan in line with the six principles
- The portfolio view is illustrated in the accompanying table
- ICT Capital is supporting 28 of 48 initiatives in 2024
- Across all funding streams, 40 of 48 initiatives are being funded in 2024

Principle	Percent Total
1. Patient as an Empowered Partner	3.4%
2. Digitally Enabled Workforce and Workplace	10.3%
3. Digitally Enabled and Connected Care	42.6%
4. Data Driven Service and Capacity Management	5.0%
5. Digital Health Ecosystem and Innovation	1.0%
6. Digitally Secure Foundations and Digital Enablers	37.7%
Grand Total	100.00%

Conclusion

- The last decade has seen significant technological progress, necessitating an updated strategy to integrate new digital health tools and platforms.

- The **COVID-19** pandemic highlighted the need for robust digital health infrastructure to manage public health crises effectively.

- Patients now expect more digital engagement options in their healthcare journey, such as telemedicine, online appointments, and digital consultations.

- Through our extensive stakeholder engagement there is strong consensus that our **1 Vision**, **6 Principles**, and **48 Initiatives** not only ambitiously capture but also positively address the feedback we've received.

- Collectively, with the Department of Health we look forward to publishing these documents which provide us with a solid foundation for engagement with Government and other key stakeholders to gain support to deliver on our ambition

HSE Digital Health Strategic Implementation Plan

Thank you!

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