



**A Health and Wellbeing Strategic Plan
for HSE Mid West Community Healthcare -
A Step in the Right Direction**

Building Connections - Delivering Together





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Foreword from the Chief Officer

Change is quite simply essential to deliver an excellent community health service. We must move beyond managing ill-health and instead ensure our community services support people to stay well physically, mentally and emotionally. This was recently expressed by the Director General of the HSE when he said

'The health and wellbeing of everyone living in Ireland and everyone working with our health system is the most valuable asset that we possess in a nation... from where we stand there is an unsustainable horizon for future health services and for our population's wellbeing, driven by lifestyle, disease patterns and ageing population trends with which we are now familiar. That is why the health services must be focused on improving health and wellbeing, on prevention rather than simply on treatment...'

In essence we need to rethink how we deliver our health services. I am confident that by building connections and delivering together we can support the people in the Mid West to take control of their own health and wellbeing and strengthen the resilience of the people living in the community to improve their own health outcomes.

This strategic plan illustrates clearly that we need to reorganise how we do things. We need to do this in partnership with the people who use the services and those who work in them. Critically we must prioritise prevention and early intervention to ensure that people stay well. This approach will produce better health and wellbeing outcomes and will reduce demand, in time, across our overall health service.

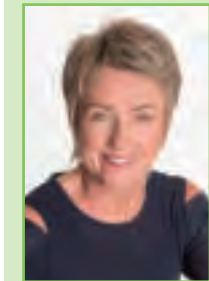
We are facing many challenges in our health service and this plan sets out a direction of travel, over the next 7 years, that I hope both our staff, our

partner organisations and Mid West communities can embrace and support in the challenging times ahead.

I am delighted to be able to endorse this plan. The Mid West Community Healthcare Management Team will work with all key stakeholders to bring energy and commitment to achieving the ambitions and targets set out in the plan. I look forward to improved benefits for all.

Bernard Gloster
Chief Officer HSE Mid West





Foreword from the Head of Health and Wellbeing

The Health and Wellbeing Strategic Plan for the Mid West Community Healthcare is **'A Step in the Right Direction for the Health and Wellbeing of the Mid West population'**. It is based on the principle of **'Building Connections, Delivering Together'** that will support service users, communities and staff to take control of their own health and wellbeing.

This Mid West Strategic Plan builds on the National Healthy Ireland in the Health Services Implementation Plan (2015) and aims at supporting the wider health services to deliver on three priority areas **Health Service Reform, Reducing the burden of Chronic Disease and Improving staff Health and Wellbeing**.

The National document provides the strategic guidance, relevant targets and actions to enable care services, including funded agencies, to achieve the identified outcomes which will improve the health and wellbeing of communities and staff in the Mid West.

The Mid West Strategic Plan is focused on **prevention, early detection and self-management** with identified priorities for the next 7 years which has been developed as a result of evaluating local

public health data and evidence and comparing it to feedback following an extensive consultation process with staff.

Key objectives identified and included in this strategy are:

- *Enable me to get off to my best start in life,*
- *Create a healthier, safer environment*
- *Help me to prevent onset of chronic disease and ill health*
- *Enable me to improve my lifestyle*
- *Enable me to age well and participate to my full potential in society*
- *Enable me to work in an environment that promotes and maintains my Health and Wellbeing*

Successful implementation of this Strategic Plan will support better health and wellbeing of the population who are born, grow, live, work and age in the Mid West Community Healthcare area.

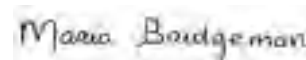
I would like to acknowledge and thank the following for their support.

- The National Health and Wellbeing Division
- The Mid West Health and Wellbeing Steering Group for their support and ownership of the plan and on-going commitment to overseeing

its implementation

- The Chief Projects Officer, Seamus Woods and his team in the Mid West Portfolio Management Office who provided guidance, direction and support for the development of the strategic plan
- The Project Team, led by Ms. Mary Kennedy and Ms. Geraldine Quinn, who researched and informed the work
- The Department of Public Health Mid West
- The Health Promotion and Improvement Department Mid West
- The Acute Division
- The many stakeholder groups who participated in the consultation process

The plan commits all staff in the Mid West to implement this plan over the next 7 years. I look forward to working with all staff, partner agencies and service users to implement this plan as we strive to empower people in the Mid West, including our staff to become more pro-active in their own Health and Wellbeing.



Maria Bridgeman

Head of Service for Health & Wellbeing Mid West



Foreword from the National Director Strategic Planning and Transformation & the National Director Community Operations

Healthy Ireland is bringing together people and organisations from across the country into a national movement to address the social, economic and environmental factors that contribute to poor physical and mental health and to address health inequalities. This approach reflects a shared commitment in Government and throughout communities to support people to be as healthy and well as they can. To help achieve this commitment within the HSE the *Healthy Ireland in the Health Services National Implementation Plan 2015 - 2017* was published in 2015. The Plan identified three strategic priorities - Systems Reform, Reducing the Burden of Chronic Disease and Staff Health and Wellbeing.

While we are focused day-to-day on the challenge of providing high quality safe services to the people in our care, we must also be focused on the future and the challenge we face in terms of unsustainable healthcare costs driven by rising levels of chronic illness. An increased emphasis on prevention, early detection and self-management to improve the health and wellbeing of all our citizens is therefore as important for a modern health service as our priorities of quality, access, value, standards of care and patient outcomes.

We are delighted that HSE Mid West Community Healthcare (Mid West CHO) has translated these priority areas into actions for delivery at local level. Working hand in hand with its partner Hospital Group, the Mid West CHO is on a journey to make major systemic and cultural shifts in how healthcare providers do their business. With its focus on prevention, on providing care closer to home, supporting people to better self-manage their illnesses, the Mid West CHO is on the road to improving population health outcomes for the people living in the Mid West. However, it is in its approach to partnership and joined up working with local hospital services, local community and statutory partners that positions the Mid West CHO as an agent for profound change.

We sincerely commend the Healthy Ireland Steering Group, the CHO Management Team, in particular Bernard Gloster, Chief Officer, and Maria Bridgeman, Head of Health and Wellbeing, and all their staff, on the work done to develop this Plan and the leadership that they have shown. We would also like to acknowledge the work of staff in the former Health and Wellbeing Division, particularly Ms Sarah McCormack, HSE National HI Lead, in supporting the planning process

and in forging positive working relationships at national and local level thereby strengthening our capability for implementation and for sustaining the long term impact of this work. The extensive collaboration and consultation process undertaken in the development of this plan is one of its strengths and it is built on a strong legacy of good practice within community services and with external partners. We would like to take this opportunity to assure community colleagues of our support in its implementation, building on the great work already evident across the CHO. It takes energy, vision and commitment to turn action into demonstrable change and we believe that working together we can make this a reality.

We wish the HSE Mid West Community Healthcare Organisation every success on it's journey.

Dr Stephanie O'Keeffe
National Director
Strategic Planning and Transformation
Health Service Executive

Anne O'Connor
National Director
Community Operations
Health Service Executive





A Step in the Right Direction for the Health and Wellbeing of the Mid West population

Building Connections - Delivering Together



1. Healthy Ireland - An Introduction

As set out in the National Implementation Plan for Healthy Ireland in the Health Services, health and wellbeing is determined by many things; our family, communities, friends, work including social, environmental and economic factors. Research in Ireland and internationally indicates that enjoyment of health is not distributed evenly across society. The prevalence of chronic conditions and accompanying lifestyle behaviours is strongly influenced by socio economic status, levels of education, employment and housing.

Positive health and wellbeing can be achieved by communities, government and society working together.

The Vision for a Healthy Ireland is

“where everyone can enjoy physical and mental health and wellbeing to their full potential; where wellbeing is valued and supported at every level of society and is everyone’s responsibility”.

The Healthy Ireland (HI) Framework published in 2013 is the catalyst for very significant changes in the manner in which the health and wellbeing of the Irish public is approached. The vision set out in the HI Framework, will be achieved through 4 goals.

HEALTHY IRELAND GOALS			
Increase the proportion of people who are healthy at all stages of life	Reduce health inequalities	Protect the public from threats to health and wellbeing	Create an environment where every individual and sector of society can play their part in achieving a healthy Ireland



1. Healthy Ireland - An Introduction

To achieve the vision and the goals as set out in the Healthy Ireland Framework for the health services in the Mid West, a Health and Wellbeing Strategic Plan has been developed. There are a number of drivers which have reinforced the dynamic for the development of the Mid West Health and Wellbeing Strategic Plan:

- *Healthy Ireland (HI) and the concept of improving the health and wellbeing of our communities*
- *The emergence of the Mid West Community Healthcare as an organisational entity within the HSE*
- *The strong working partnership of organisations in the Mid West that will facilitate a potential environment to improve Health and Wellbeing*
- *Awareness in Irish society in general of health and wellbeing issues such as obesity*

- *The need for work environments to support the health and wellbeing of staff. (A positive, open and accommodating work place generates an atmosphere which fosters high morale of employees and maximises their opportunity to improve their own health. It also helps them achieve a better work/life balance and choices in relation to their health)*
- *In the Mid West Community Healthcare area, the vision and goals will be lived by staff through the application of the behaviours outlined in the Values in Action Board on a day to day basis*

The challenge of improving health and wellbeing demands comprehensive responses. This Strategic Plan outlines how all of us together in the Mid West can work to achieve this and places huge value on the necessary collaborative partnerships to make this happen. The following sets out the profile and the strategic approach taken in the Mid West Community Healthcare area to develop the Health and Wellbeing Strategic Plan for the HSE Mid West.

Values in Action Board



2. Profile of HSE Mid West Community Healthcare

CHO 3 - Community Healthcare Networks & Primary Care Teams



The Mid West Community Healthcare area has a population of 384,998 as per the 2016 Census. This is an increase of 5,671 which represents a growth of 1.52% on the 2011 Census.

2.1 Introduction

The following is a brief overview of the health of the population living within the Mid West Community Healthcare.

2.2 The population living in Mid West Community Healthcare

Key Consideration: The population of Mid West Community Healthcare is growing and ageing.

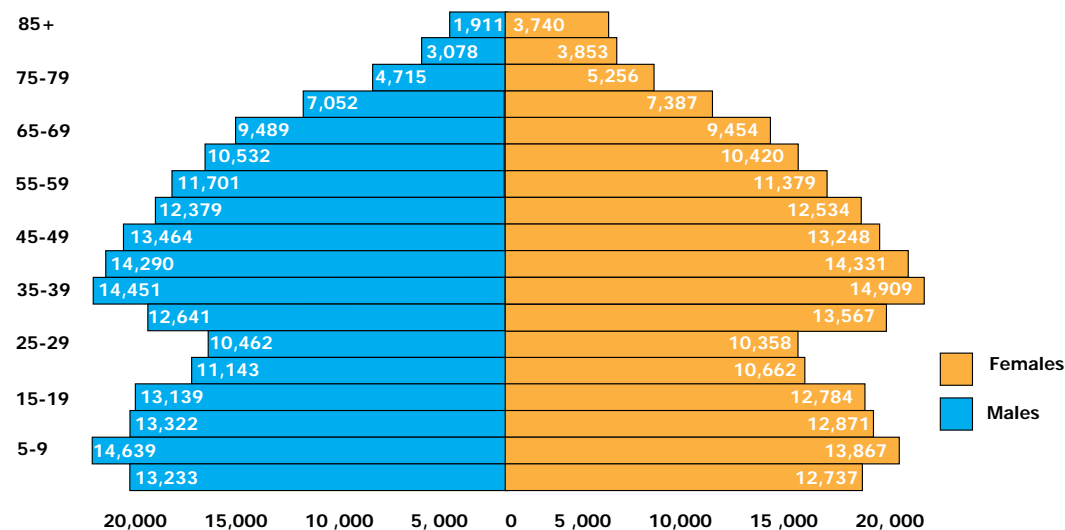


Figure 1: Population Pyramid Mid West Community Healthcare Organisation 3 (Limerick, Clare, Tipperary North)

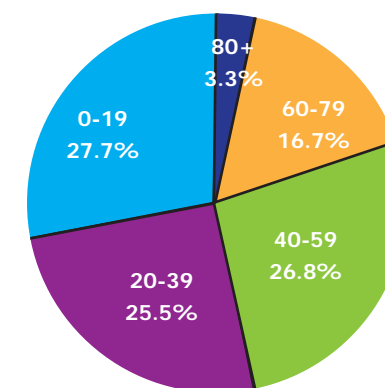


Figure 2: Population of Mid West Community Healthcare; age group (years) and percentage

According to the 2016 Census the total population of Mid West Community Healthcare is 384,998 people, a net increase of 5,671 (1.5%) since the previous Census in 2011. ¹

The greatest increases were in the older age groups, particularly those aged 65-74 (+6,186). The greatest decreases were in the younger age groups, particularly those aged 25-34 (- 9,252).

When the population of Mid West Community Healthcare is compared to the general Irish population, there is a slightly higher proportion of older people, a smaller proportion of adults younger than 40 and a slightly higher proportion are children.

¹ Health Intelligence Unit. Health Atlas. Available online at <https://www.healthatlasireland.ie/>

2.3 Key Considerations

Mid West Community Healthcare has a growing and ageing population which includes significant numbers of vulnerable groups who need to be supported to improve their health. Participation of the population in preventative activities such as immunisation and screening are not meeting national targets. There are significant numbers of people who report that their health is poor and these numbers are rising. An increased focus on disease prevention is needed to ensure the people living in Mid West Community Healthcare meet their full potential health-wise. The following highlights some key issues to be managed throughout the lifespan of the Strategic Plan.

Key Consideration: Childhood immunisation uptake in Mid West Community Healthcare is below the national target of 95%.

The World Health Organisation recommended that the national childhood immunisation target uptake is 95% to ensure population immunity. From Q1 2016 to Q1 2017 this target uptake was not achieved for the MMR, pneumococcal and haemophilus influenza B vaccines. The 12 month immunisation uptake statistics show the MenC1 vaccine uptake only met target in Q3 2016 and Q1 2017. The 24 month immunisation uptake statistics show that the 6 in 1 vaccine uptake only met target in Q1 2016.

Key Consideration: Staff influenza uptake in HSE funded and staffed Long Term Care Facilities in Mid West Community Healthcare is one of the best in the country.

Mid West Community Healthcare has the highest average staff influenza vaccine uptake in HSE funded and staffed Long Term Care Facilities with an uptake of 44.5% in the 2016- 2017 season.² It was also the second highest nationally of the Community Healthcare areas for the previous two flu seasons (2014-2015 and 2015-2016). It is also the Community Healthcare area which has shown the most improvement since the 2011-2012 season; average immunisation uptake was 13.8% and it increased to 44.5% in the 2016-2017 season. The aim should be to build on this achievement in future years.

² Health Protection Surveillance Centre. Uptake of the Seasonal Influenza Vaccine in Acute Hospitals and Long Term Care Facilities in Ireland in 2016-2017. <http://www.hpsc.ie/a-z/respiratory/influenza/seasonalinfluenza/influenzaandhealthcareworkers/hcwinfluenzavaccineuptakereports/Summary%20Findings-Seasonal%20Influenza%20Vaccine%20Uptake-2016-2017-v1.0.pdf>

2.3 Key Considerations

Key Consideration: There are significant numbers of people in Mid West Community Healthcare, who are either deprived or part of a minority group, who need extra targeted support to help improve their lifestyle and health outcomes.

Deprived groups

Those who are deprived are more likely to have risk factors for chronic disease (e.g. smoking), develop a chronic disease and be limited by it and also die prematurely.³ ⁴ Across Mid West Community Healthcare there are 95,174 people characterised as disadvantaged, very disadvantaged or extremely disadvantaged. There are obvious pockets of deprivation, particularly within Limerick city, but deprivation is also evident across rural areas, where it can also have an even greater impact due to less access to services.

Minority groups

Compared to national figures, the population of the Mid West has a slightly higher proportion of Irish people (88.1% versus 85.7%). The largest migrant group is Polish with a population of over ten thousand (2.7% of the total population).

Some groups have grown in size since the last Census in 2011; Irish (+1.6%), Elsewhere in the EU (+10.3%) and Visitors/Not stated (+21.2%).

The numbers of UK (-8.9%), Polish (-2.7%) and Lithuanian migrants (-4.2%) has fallen since 2011. Overall these changes mean that the non-Irish population has increased by 453 people since 2011, although the makeup of that population has changed. These groups may have particular health needs or need support in accessing services.

Traveller population

According to a report published in 2010 ⁵ the Traveller population has a shorter life expectancy than the general population (over 11 years shorter for Traveller women and 15 years shorter for Traveller men) as well as a mortality rate far greater than the general population (three times greater for Traveller women and four times greater for Traveller men).

A similar percentage of the population of Mid West Community Healthcare are Travellers (0.8%) compared to the national average (0.7%). Just over three thousand (3,157) live in the Mid West Community Healthcare area, which is around 10% of the national Traveller population (30,987).

³ The Institute of Public Health in Ireland. *Inequalities in Mortality 1989-1998. A report on all-Ireland mortality data.* Available online at <https://www.publichealth.ie/files/file/Inequalities%20in%20Mortality.pdf>

⁴ Ipsos MRBI. *Healthy Ireland Wave 3 Report 2017* Available online at <http://www.healthyireland.ie/wp-content/uploads/2017/10/Healthy-Ireland-Survey-Wave-3-Report-1.pdf>

⁵ Pavee Point. *All Ireland Traveller Health Study- Our Geels 2010.* Available online at <http://www.paveepoint.ie/wp-content/uploads/2013/10/AITHS-Booklet-Sep.12.pdf>

2.3 Key Considerations

Disabilities

Over two thousand people in Mid West Community Healthcare are registered as having an intellectual disability (2,384).⁶ There is low uptake (around $\frac{3}{4}$) of multidisciplinary services (e.g. speech and language therapy, physiotherapy etc.) in this group compared to other Community Healthcare areas. There is also low uptake of respite care (16.5%). Over one thousand people in Mid West Community Healthcare are registered as having a Physical or Sensory Disability (1,165).⁷ In 2016 Mid West Community Healthcare had the highest percentage (64%) nationally of those who had up-to-date records, which shows how many people were either registered or reviewed in 2016.

Key Consideration: There is an increase in the number of people with self-reported poor health in Mid West Community Healthcare compared to 2011 and the available screening programme statistics show low uptake.

Self-reported ill health

Overall in Mid West Community Healthcare, 6,729 people rate their health as bad or very bad. This is 1.7% of the Community Healthcare area population which is a little worse than national figures (1.6%). The numbers who report such poor health has increased since 2011 with an increase of just over 10% or 638 people.

Screening programmes

The National Screening Service (NSS) encompasses BreastCheck - The National Breast Screening Programme, CervicalCheck - The National Cervical Screening Programme, BowelScreen - The National Bowel Screening Programme and Diabetic RetinaScreen - The National Diabetic Retinal Screening Programme. There is no Community Healthcare area data available from these currently however CervicalCheck reports data by county. According to the 2015-2016 programme report the five-year coverage (%) for period ending 31 August 2016 shows that the coverage is below the target of 80% in all of the counties in the Mid-West (Limerick, Clare and Tipperary), with Clare being the lowest (70-74%).⁸

Key Consideration: The population of Mid West Community Healthcare is ageing and there is an increase in the number of carers.

In Mid West Community Healthcare 55,935 people are aged 65 years and older, this age group has grown by nearly 9000 since 2011 (8,681). Across Mid West Community Healthcare just over 17,000 people are carers and almost 55,000 people self-report a disability, although these figures are for all age groups.

⁶Health Research Board. National Intellectual Disability Database. Annual report, tables and figures. Downloaded from <http://www.hrb.ie/health-information-in-house-research/disability/ddu-publications/ddu-publication/publications//737/#filecategory0>

⁷Health Research Board. HRB Statistics Series 34. Annual Report of the National Physical and Sensory Disability Database Committee 2016. Available online at http://www.hrb.ie/uploads/tx_hrbpublications/NPSDD_Annual_Report_2016.pdf

⁸CervicalCheck. Programme Report 2015-2016. Available online at https://www.cervicalcheck.ie/_fileupload/ProgrammeReports/CS-PR-PM-22%20CervicalCheck%20Programme%20Report%202015-2016.pdf

3. The Approach to developing the HSE Mid West Health and Wellbeing Strategic Plan

The Health and Wellbeing approach, set out in the Healthy Ireland Framework 2013, is to enhance the capacity of people and communities to maximise their health and wellbeing. Given the multifaceted impact of wider social issues on health and wellbeing, health services alone cannot address the complex health related problems in society today; therefore the approach will require involvement and collaboration with other sectors, agencies and communities.

The people of the Mid West will be better supported to improve their health and wellbeing by services working together, using a prevention model that focuses on partnership work and the use of local services to build the capacity of people living in the community and therefore improve their health outcomes. To be truly effective, solutions are needed at a local level that are built upon the foundation of prevention and early intervention.

A Health and Wellbeing Steering Group, chaired by the Head of Health and Wellbeing for Mid West Community Healthcare Service, and supported by the Mid West Portfolio Management Office, provided the oversight in developing **'A Step in the Right Direction for the Health and Wellbeing**

of the Mid West', that will set the strategic and operational direction for health and wellbeing in the Mid West over the next 7 years.

At the outset, the Steering Group were of the view that there was a need to ensure that any critical objectives set out in the Strategic Plan would be translated into actionable behaviours and would build on the values of the Mid West Community Healthcare, as set out earlier in this document. In this context the Health and Wellbeing Steering Group agreed to use a Strategy Mapping Planning Framework to develop the plan. This ensured that there was:

- A common understanding of purpose and shared vision for Health and Wellbeing in the Mid West
- A set of agreed strategic objectives that will deliver on the purpose and realise the Healthy Ireland vision
- A set of outcomes and success measures developed for each objective that will help us to set out what improvements are required and a way of checking progress

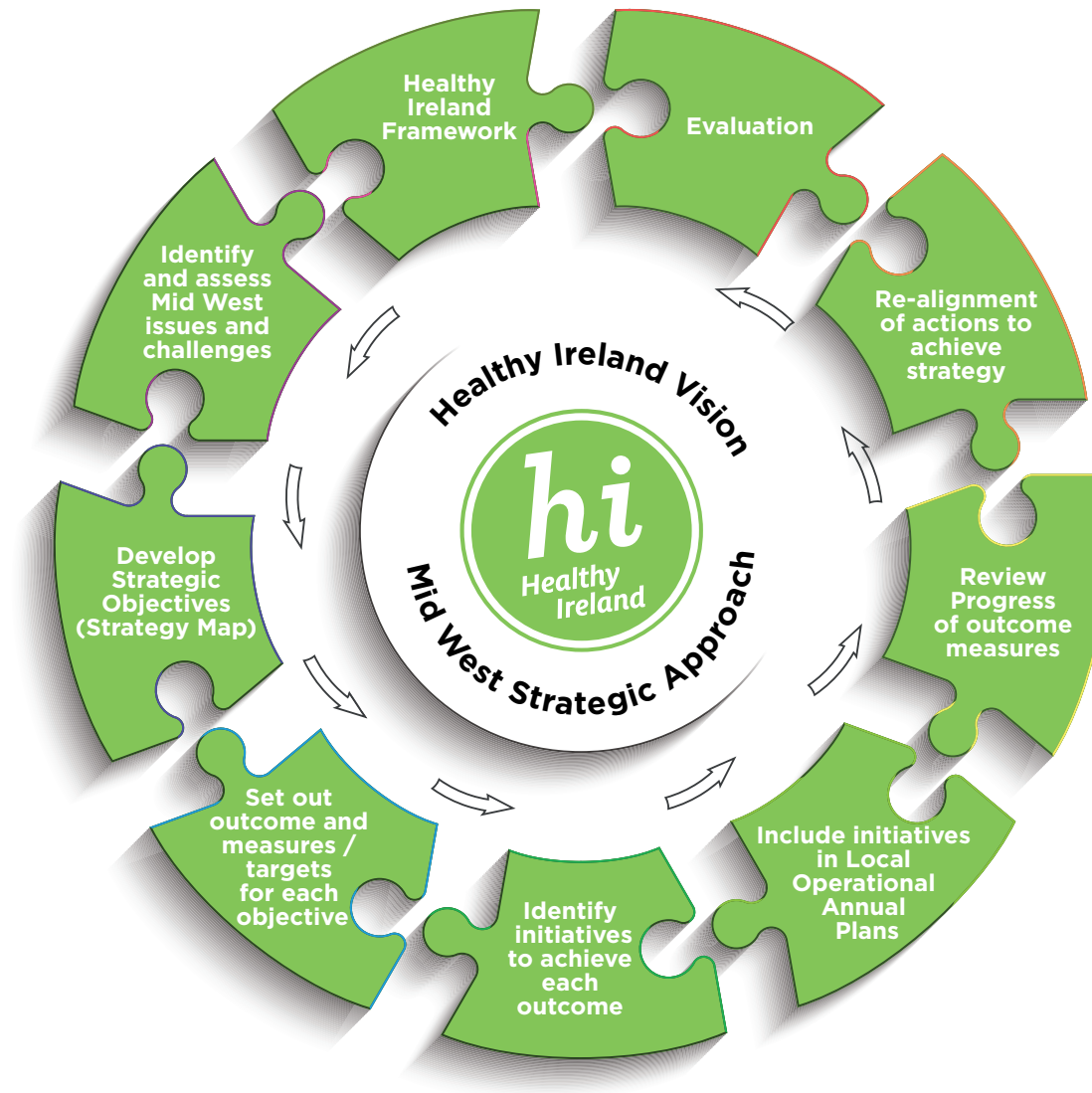
- A programme of initiatives that, when delivered, will translate the strategy into action
- A monitoring and feedback system to ensure that progress, when tracked, will indicate whether or not there is a need to take corrective action

In essence the approach ensured that:

- The selected key strategic objectives will support the vision that the Mid West have for health and wellbeing
- Outline our service commitments and actions that will be taken forward to deliver the outcomes that are expected over the next 7 years
- Have a way of checking progress on a regular basis

The following diagram sets out this approach.

3.1 Mid West Strategic Approach



3.2 Consultation

Consultation and stakeholder engagement with key services and staff was seen as critical to inform and enrich the proposed actions within the Strategic Plan. Staff across the services embraced the opportunities to tell us what was important in supporting their health and wellbeing and that of our service users.

The Project Team consulted with staff through various consultative fora to provide assurance so that the Strategic Plan would be well informed by those who are at the front line and who are also working with communities. The knowledge gained from consulting with those who work across the Mid West Community Healthcare system has been vital in determining the nature and emphasis of our health and wellbeing approach and shaping future directions.

The consultative process will continue throughout the implementation phase. The objectives and targets set out in this document, while practical and balanced, are ambitious and challenging. The Project Team will develop a monitoring/tracking process to provide regular assessment against plans and the effectiveness of our actions.

Following an analysis of the data received during the consultative process, the following key strategic issues were highlighted and a plan to address them was considered within the overall strategic approach.

Better partnership with communities and service users

The Project Team have the opportunity to promote a new way of working with the community sector and create opportunities through collaboration, to develop community strengths and use their local capabilities to tackle the determinants of Health and Wellbeing. Communities need more support

to enable more preventative and proactive care and earlier detection and treatment of physical and mental health problems. The Project Team needed to tap into the innovative ideas and energies in communities themselves and this can be embellished through the Community Health Network concept being rolled out in each Community Healthcare area.

Need better data/information to inform decision making

There is a requirement for better data and information to support decision making, in particular to help people to make informed choices and take control over their own Health and Wellbeing. Information on the health status of various population groups in the Mid West will support better targeting of care to meet the local health needs of the population. This will enable prevention, early detection and self-management care.

3.2 Consultation

Data systems do not currently map spatially to local Community Healthcare Networks (CHNs) and hence are not useful in assessing relevant 'gaps' in the uptake of preventative services and especially in looking at equitable access to services. Mapping data is especially important in:

- *Looking at distribution and equitable access to services*
- *Having a surveillance system for low take up of services and closing the gap in indigenous health uptake*
- *Inputting to local need assessment*
- *Identifying subgroups that require proactive care*

Maximise use of social media

Making better use of technology and data is essential to move to a model focused on service users. There is a need to realise the potential and opportunities presented by modern technology to improve outcomes and expand the range of information and initiatives available 'online' and through apps/portals where people can access their own information. To ensure our staff can focus on supporting individuals, the right information must be available to the right professionals at the time they need it.

Be seen as employer of choice from a Health and Wellbeing perspective

There is a real opportunity and responsibility to make a tangible and positive contribution to the Health and Wellbeing of our staff. The Mid West area should be an employer of choice in this regard, leading by example and investing in the wellbeing of staff. There is also a need to explore ways of building on and consolidating existing staff support systems provided for staff.

Improved outcomes for socially excluded groups

Despite people living longer, health inequalities continue to divide our society. The differences in Health and Wellbeing outcomes for people living in deprivation are still relatively stark and unacceptable (e.g. years living, mental wellbeing, birth weight, obesity etc.). It is clear economic, social and environmental factors and experiences in early life play a major role in determining, not just health outcomes at individual and community level but also social educational and other outcomes. Adversity in childhood also means that children are more likely to perform poorly in school, be involved in crime and more likely to experience poverty and disadvantage. It is important that the next generation is healthier, with more equitable life opportunities for all.

Build on existing collaboration amongst agencies in the Mid West to ensure joined up thinking

There is a rich history in the Mid West on integration amongst agencies through Regeneration programmes, Leadership programmes and basic Partnership forums, Healthy city/county initiatives

3.2 Consultation

etc. to name but a few. The Health and Wellbeing National Strategy provides an opportunity to ensure a more focused and better coordinated response by the relevant agencies to the Health and Wellbeing needs of communities. In the Mid West, it will take time to align and grow models of good practice in partnership with other organisations such as the Gardaí, councils, education, transport etc.

More focus on self-management by service users

In the past for many conditions where there was an effective treatment available, it often required hospital attendance or an inpatient stay. Increasingly such treatments are available in the community or a day care basis which in many instances is more appropriate to the needs of people. People today want to lead full and productive lives, staying independent for longer. In line with wider societal changes people expect improved access, choices, community accommodation and control. There is a need to create the circumstances where there is greater support for self-management by service users to manage their chronic conditions. Our community

services need to proactively support individuals to address the lifestyle choices that impact on their Health and Wellbeing. People will be supported to live in the community without admissions to hospital with developments in treatments and technology.

Maximise the use of our staff as health ambassadors for Health and Wellbeing

Given the fact that there is over 100,000 staff in the Irish health system, there is a great opportunity to build on the principles of the Making Every Contact Count (MECC) Programme to support professionals in using their routine consultations to empower and support people to make healthier choices to achieve long term behavioural change. This approach will allow us to move to a position where discussions of lifestyle behaviour are routine, non-judgemental and central to everyone's role.

To address the strategic issues raised, the Mid West strategic approach taken is to build:

- *On the lifecycle approach to meet the needs of individuals and communities*
- *Strong work environments that support the Health and Wellbeing of staff within the Mid West Community Healthcare and funded agencies*
- *On existing partnership approaches to facilitate delivery*
- *Progress towards reduction of health inequalities*

The following section sets out in a coherent manner how high quality Health and Wellbeing services, accessible by everyone, can be delivered in a timely fashion. These services will work as a single integrated system and will focus on individuals, families and the Health and Wellbeing of the population as a whole.

3.3 Strategy Map

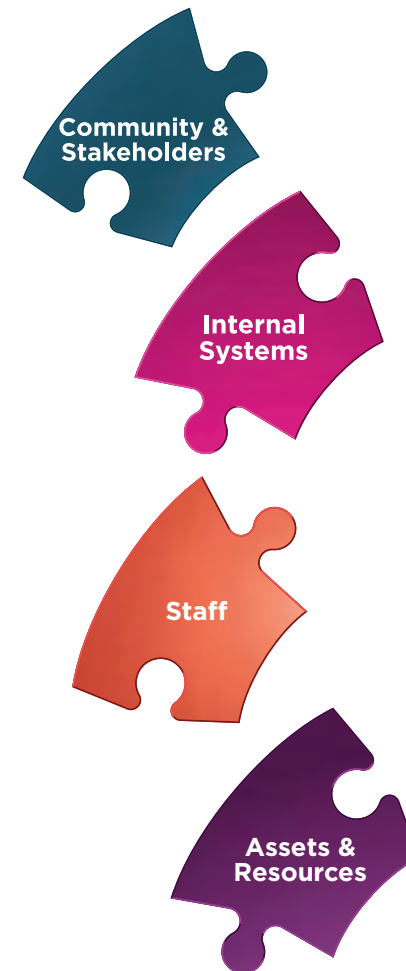
The Strategy Map highlights the strategic objectives that will deliver on the Healthy Ireland Vision and will address the strategic issues identified in the previous section. They are a comprehensive set of enabling factors which will support Health and Wellbeing and its funded partners to deliver on the intent of the Healthy Ireland Framework (2013). The strategic objectives are the building blocks for the Mid West's Strategic Plan to deliver on the vision and define the intent of the plan, with clear outcomes, measures of success and actions that can be taken forward. The objectives are set out under 4 organisational perspectives: Community and Stakeholders, Internal Systems, Staff and Assets and Resources.

Community and Stakeholders

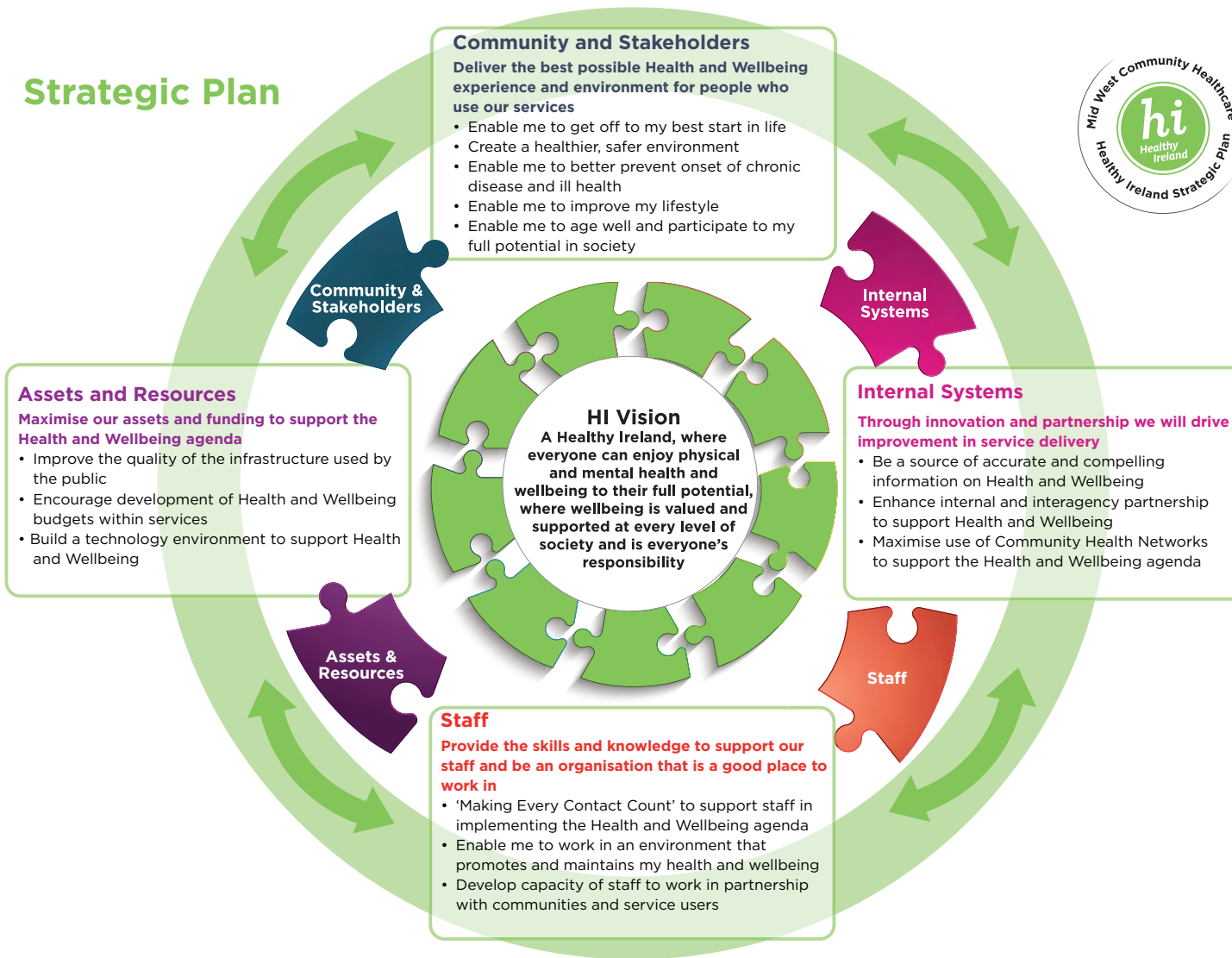
Internal Systems

Staff

Assets and Resources



3.3 Strategy Map



3.4 Outcomes and Measures for each Strategic Objective - Scorecard

In developing the required outcomes and measures of success, the Steering Group sought to ensure that there is a clear “cause and effect” evidenced based relationship between the outcomes and the strategic objectives. This will facilitate the assessment of the success of the Health and Wellbeing strategic plan over its’ 7 year horizon.

The Health and Wellbeing outline scorecard was included to bring the strategic objectives on the strategy map to life and to allow the identification of targets to be achieved by 2025 and to identify gaps from where we are currently. (see figure on next page)

The following was considered in the completion of the scorecards.

- *For each measure a target indicator for 2018 (starting point) and 2025 (end point for plan) was identified*
- *Initiatives that may be an appropriate response to closing the ‘gap’ between the 2018 and the 2025 indicator measures were suggested*
- *The measures of success selected were checked to see if they were both necessary (without the measure would the objective still be met) and sufficient (if all the measures were achieved would the objectives still be met)*
- *For each such initiative the lead Mid West service and /or services were identified. (Note it is intended that some early initiatives would form a key element of the 2018 Mid West Community Healthcare Operational Plan)*

The following section outlines the commitments and actions required to develop initiatives to close the gap between the 2018 and 2025 target measures of success. It will serve as a dynamic

road map to be used to guide and challenge the annual operational plan for the Mid West Community Healthcare going forward. It will be subject to continual review and adjustment to ensure it meets the emerging need of the public and staff.

The consultative process will continue throughout the implementation phase. The objectives and targets set out in this document, while practical and balanced, are ambitious and challenging. A monitoring/tracking process will be developed to provide regular assessment against plans and the effectiveness of our actions.

This plan will be the foundation upon which the implementation process will be based and the learning from the reality of putting the plan into action will be used to inform on an ongoing basis. It is intended that the initiatives set out in the Strategic Plan will form part of the Annual Operational plan, with relevant care services taking lead roles.

3.4 Outcomes and Measures for each Strategic Objective- Scorecard

Objective	Outcome	Success Measures		Projects/ Initiation
		2018	2025	
<p>Objectives <i>What are our key focus areas?</i></p>	<p>Outcome <i>What impact are we trying to achieve for each focus area?</i></p>	<p>Success Measures <i>How much do we plan to improve over the 7 year period?</i></p>	<p>Initiatives <i>What action will we take to deliver the improvements sought?</i></p>	

3.4 Outcomes and Measures for each Strategic Objective- Scorecard

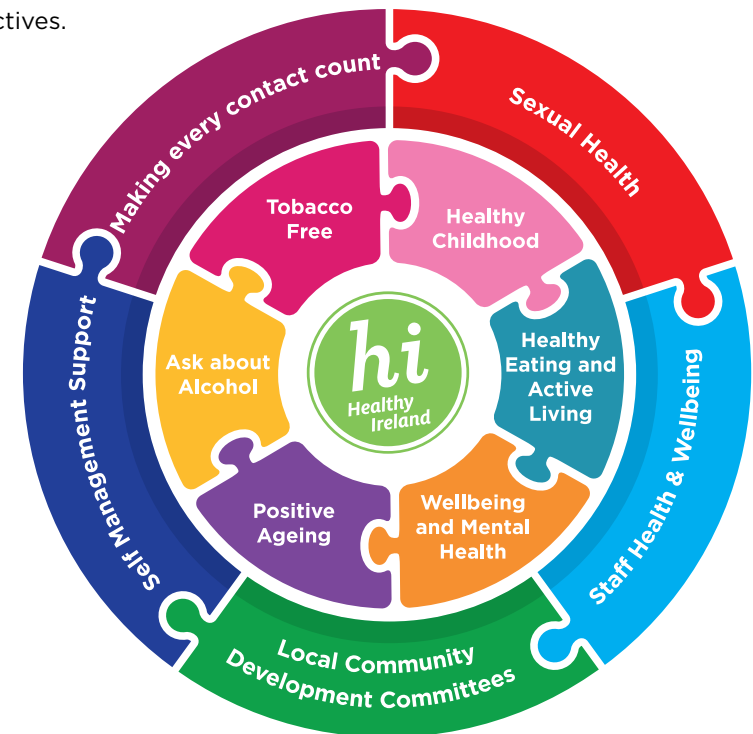
Implementation of this plan will require leadership and commitment by all care services and funded agencies to support and enhance the Health and Wellbeing of the Mid West population.

This Strategic Plan is a step in the right direction for the Health and Wellbeing of the Mid West population. Whether we play a large or small role, by working together we achieve our objectives.

This Strategic Plan sets out how the Mid West Community Healthcare will support the implementation of the 'Healthy Ireland Framework and National Implementation Plan 2015-2017' through:

Build Connections - Deliver Together

- *Our directly managed services and within the wide range of funded agencies that provide health and social care services*
- *Working with key strategic partners in the statutory community and voluntary sector and also the academic organisations*



4. Implementation Plan - Strategic Objective Scorecards

Our service commitments are described in the following section, supported by expected outcomes and key actions over the next 7 years. Each of the four perspectives of the strategy map are set out in the following section

Community and Stakeholders

Internal Systems

Staff

Assets and Resources







Community and Stakeholder Perspective

Enable me to get off to the best start in life

Outcome	Measures of Success 2018	Measures of Success 2025	Overall Initiatives	Responsible
<i>Expectant mothers and their partners will maintain a healthier lifestyle</i>	All PHN antenatal educators adopt the MECC principles in relation to smoking, alcohol, healthy eating and physical activity in pregnancy	All PHN antenatal educators will have completed training in MECC	<p>Initiative to embed MECC principles into antenatal education e.g. avoidance of alcohol during pregnancy</p> <p>Project to roll out MECC health behaviour framework to all PHN antenatal educators</p> <p>Initiative to embed the Healthy Weight Management Guidelines Before, During and After Pregnancy in Primary Care</p>	Primary Care and Health and Wellbeing Services
<i>Enhanced wellness for new parents (including the prevention of postnatal depression)</i>	Identify examples of PHN led community supports for new parents across CHNs	Inventory of PHN led community supports available for parents	Project to roll out good practice PHN led community supports to each CHN which includes elements of the prevention of postnatal depression	Primary Care Health and Wellbeing Services
	10% of existing public health nurses to train in Perinatal Mental Health for Midwives practice nurses and PHNs e-learning programme (HSELand)	100% of existing public health nurses trained in Perinatal Mental Health for Midwives practice nurses and PHNs e-learning programme (HSELand)	Project to facilitate uptake of Perinatal Mental Health for Midwives practice nurses and PHNs e-learning programme (HSELand)	Primary Care Services
	Identify a baseline figure of PHNs trained in the Edinburgh Scale Screening for postnatal depression or similar tools	Increase to 100% the number of PHNs trained in using a national evidence based postnatal training tool	<p>Roll out of postnatal depression screening tool for Nurses including development of baseline</p> <p>Initiative to enhance/develop care pathways for those identified at risk or suffering from postnatal depression</p>	<p>Primary Care Services</p> <p>Mental Health/ Primary Care Services</p>

Enable me to get off to the best start in life

Outcome	Measures of Success 2018	Measures of Success 2025	Overall Initiatives	Responsible
Parents and care givers have the knowledge and skills they need to ensure that children have a healthy lifestyle	Establish baseline of staff trained in National Healthy Ireland Childhood Programme	100% of relevant staff e.g. PHN's, Community Medical Doctors and Practice Nurses, trained on these programmes	<p>Appoint Lead for Child Health and put governance arrangements in place</p> <p>Embed the healthy weight for children framework in Primary Care and CHO Structures</p> <p>Phased Roll out of evidence based National Healthy Childhood Programme (including Nurture Programme and HEAL) to PHNs, Community Medical Doctors and practice nurses. ('Caring for Baby' book (nutrition info) included here)</p>	Primary Care and Health and Wellbeing Services
Increased number of mothers breastfeeding and for a longer period of time	Develop baseline for defined number of breastfeeding support groups for the Mid West, across Community Health Networks	Breastfeeding support groups will be rolled out across all 8 Community Health Networks in accordance with the Mid West Policy	Establish Breastfeeding support groups to assist in antenatal education and provide timely assistance/support as required	Primary Care Services
	Increase breastfeeding targets by 2%	Achieve national breastfeeding targets	Project to improve breastfeeding rates, including maintenance of initiation rates (informed by local research including UL study and breastfeeding policy for PCTs and Community Health Care settings)	Primary Care Services and Health and Wellbeing
	Maintain the initiation breastfeeding rates (exclusive and partial) in the Mid West up to 6 months	Achieve National maintenance of initiation breastfeeding targets (exclusive and partial)	<p>The project could include:</p> <ul style="list-style-type: none"> • Data collection project • Dedicated lead and lactation consultants • Training strategy and plan 	Primary Care Services

Enable me to get off to the best start in life

Outcome	Measures of Success 2018	Measures of Success 2025	Overall Initiatives	Responsible
<i>High childhood immunisation uptake to ensure a healthy upbringing</i>	Establish baseline on uptake per CHN	Maintain uptake levels in excess of 95% for all areas	<p>Immunisation uptake review to identify CHN areas of low uptake of Primary immunisations</p> <p>Vaccination uptake projects as required based on evidence including the following considerations:</p> <ul style="list-style-type: none"> • Literacy friendly campaign • Outreach screening • Availability of interpretive services • Translation of existing information 	<p>Department of Public Health – HSE Mid West</p> <p>Primary Care</p>
<i>All schools in the Mid West will be supported to participate in Health Promoting programmes within schools</i>	Develop a baseline of schools with Health and Wellbeing Action Plans	Achieve a 50% increase on baseline figure of schools with Action Plans	<p>An initiative to support all schools to develop Health and Wellbeing action plans and provide Health and Wellbeing seminars to teachers on a range of topics including promoting National Physical Activity Plan for Healthy Childhood and promote and disseminate the HSE SPHE senior cycle resource on alcohol & drugs</p> <p>Develop governance and a lead to support all HSE work in schools to incorporate and promote the HPSP model</p>	<p>Health Promotion and Improvement Services and Mid West Health and Wellbeing Services</p> <p>Health Promotion and Improvement Services and Mid West Health and Wellbeing Services</p>

Create a Healthier, Safer Environment

Outcome	Measures of Success 2018	Measures of Success 2025	Overall Initiatives	Responsible
All Community Health Care service users will receive health services in a tobacco free environment	Ensure compliance with the HSE Tobacco Free Campus Policy at 100% for Primary Care and Social Care facilities		Develop action plan to progress implementation and on-going monitoring of Tobacco free Policies including identification of a Lead Action plan will include on line self audit and the development of a quality improvement plan for tobacco free campus policy annually	Health and Wellbeing Services
	75% of Mental Health facilities go tobacco free by Q4 2018	100% HSE and HSE Funded Sites tobacco free	Commence qualitative survey to evaluate the impact on service users, staff and visitors of the HSE Tobacco Free Campus policy in Mental Health units	Mental Health
	Attain ENSH (Global Network for Tobacco Free Health Care Silver certificate) for Mid West CHO	Mid West CHO to attain Gold certification for GNTH (Global Network of Tobacco Free Health care services quality standards)	Project to attain certification under Global Network of Tobacco Free Health care services quality standards	Health and Wellbeing
All Community Health Care service users and staff will have healthier food choices	3 HSE Older Persons Residential Units to have healthy food plan options on site	Implement Healthy Food Plan options in 100% of HSE sites	Mid West Healthy Food Provision Project <ul style="list-style-type: none"> Residential centres Day centres Section 38 and 39 (Including examination of contracts) 	Social Care Catering Department and Health Promotion and Improvement
	Implement Healthier Vending policies in 25% of sites within the Mid West	Implement Healthier Vending policies in 100% of sites within the region	Healthy Vending Project	Health and Wellbeing
	Develop baseline for HSE and funded sites for calorie posting, with the aim of year on year increase	Implement calorie posting 100% to all HSE sites, 100% of Funded Agencies	Calorie Posting Project	Social Care Catering



Enable me to prevent onset of chronic disease and ill health

Outcome	Measures of Success 2018	Measures of Success 2025	Overall Initiatives	Responsible
More people will know their “numbers” i.e. Body Mass Index, Blood Pressure and Cholesterol level	Scope out an approach to developing the concept of ‘Know Your Numbers’	Measures will be created following the development of an agreed approach to this concept	‘Know Your Numbers’ initiative (Phase 1 pilot in a CHN)	Health and Wellbeing
Earlier detection of cervical, breast and bowel cancer and diabetic retinopathy	Establish baseline of uptake of screening programmes using the available data. All main Primary Care centres will display promotional material relating to the screening programmes	Increased number of people participating in screening programmes in line with national average All HSE facilities as appropriate will display promotional material relating to the screening programmes	Increase awareness and education of all aspects of screening for all HSE frontline staff to improve uptake in line with MECC principles Mid West spatial analysis project for screening programmes Targeted Screening initiative to increase participation in screening for low uptake or harder to reach groups/areas Initiative to standardise and disseminate promotion materials regarding screening programmes	National Screening Programme Department of Public Health - HSE Mid West Local Health and Wellbeing Division and National Screening Programme
Increase the number of people who quit smoking	Increase uptake by 10% of people receiving smoking cessation support Establish baseline of staff trained in smoking cessation	Provide smoking cessation services to at least 5% of the local smoking population 10% number of staff trained in smoking cessation	Targeted Quit Campaign (Including service information and QUIT support resources will be displayed in all appropriate Mid West Community Healthcare sites) Commence the establishment of cessation services to serve the needs of the population, especially disadvantaged communities Training programme for staff to complete the Making Every Contact Count (MECC) module on smoking cessation	National Health and Wellbeing Division National Health and Wellbeing Division Health Promotion and Improvement Services

Enable me to prevent onset of chronic disease and ill health

Outcome	Measures of Success 2018	Measures of Success 2025	Overall Initiatives	Responsible
Less young women will be diagnosed with cervical cancer	Increase uptake of HPV Vaccine by 68% as per national targets	Increase uptake of HPV Vaccine in line with National target (95%)	<p>All services in the Mid West Community will commence to routinely record the smoking status of patients using its service, deliver brief interventions and refer to intensive services where appropriate</p> <p>Identify Best Practice in other areas and inequalities in uptake within the Mid West</p> <p>Carry out phase 1 project to increase uptake in HPV vaccine in areas of low uptake</p> <p>Information/education workshop(s) for frontline staff on HPV vaccine</p>	<p>Heads of Service</p> <p>Department of Public Health HSE Mid West</p> <p>Primary Care</p> <p>Department of Public Health - HSE Mid West</p>
Increased public knowledge of availability of sexual health services and supports	Create baseline of existing services across the Mid West	In collaboration with the relevant funded partners, increase the provision of sexual health programmes across the Mid West, based on the findings of the baseline	<p>Project to map out existing sexual health services across the Mid West and based on findings review, signpost and develop local services</p> <p>Initiative to roll out the Foundation course on Sexual Health for Health and Social Care Professionals</p> <p>Support the development of the National Sexual Health Strategy 2015-2020 including the publication of the associated 2018 training strategy</p>	<p>Health Promotion and Improvement Services</p> <p>Health Promotion and Improvement Services</p> <p>Health Promotion and Improvement Services</p>
More Primary Care staff will be able to identify people experiencing mental health difficulties	Briefings carried out for 50% of Primary Care Teams to develop their awareness of people who may be	Briefings carried out for 100% of Primary Care Teams to develop their awareness of people who may be	<p>Implement the HSE led actions of Connecting for Life Mid West 2017-2020 including</p> <ul style="list-style-type: none"> Create an awareness of mental health issues and presentations to Primary Care Services staff by providing training and support 	Mental Health Services



Enable me to prevent onset of chronic disease and ill health

Outcome	Measures of Success 2018	Measures of Success 2025	Overall Initiatives	Responsible
People experiencing drug addiction will have improved access to services	<p>experiencing emotional and mental health problems</p> <p>Baseline annual training target to be agreed with Connecting for Life Partners</p>	<p>experiencing emotional and mental health problems</p> <p>To be agreed following review of baseline target outcomes in 2018</p>	<ul style="list-style-type: none"> Little Things communications campaign Update and maintain information regarding local mental health services and events on yourmentalhealth.ie Work with partner organisations across the mid west to support prevention of and responses to suicidal behaviour Deliver Suicide Prevention training prioritising professionals and volunteers who come into regular contact with individuals who are vulnerable to Suicide (Community) Deliver Suicide Prevention training prioritising health and social care professionals Through the Connecting for Life partners, deliver an evidence based mental health training initiative to build capacity of service providers in order to promote positive mental health and respond to early signs of mental illness 	<p>Connecting for Life Partners</p>
	<p>Baselines to be agreed following publication of the National Drug Strategy 2017-2026</p>	<p>To be agreed following completion of baseline following publication of the National Drug Strategy 2017-2026</p>	<p>Develop a plan to implement the National Drug Strategy 2017-2026</p> <p>Implement Health and Wellbeing initiatives arising from action plan</p>	<p>Social Inclusion</p>

Enable me to improve my lifestyle

Outcome	Measures of Success 2018	Measures of Success 2025	Overall Initiatives	Responsible
Reduced obesity levels in the community	For measurement from 2019 onwards	Baseline and implementation measures to be agreed between HSE and GPs	<p>Project to implement the weight management treatment protocol and associated guidelines/ supports (agreed between HSE and ICGP)</p> <p>Implement new emerging model of care for weight management under development by the HSE Clinical Lead</p>	Primary Care and Health and Wellbeing
	Increase number of community healthy cooking programmes by 10%	Increase number of community healthy cooking programmes by 30%	<p>Healthy eating community project</p> <p>Reprint Mid West 101 Square Meals book</p>	Health Promotion and Improvement Services
	To develop a standardised approach and inventory to display Health and Wellbeing educational materials	All HSE community facilities will display Health and Wellbeing educational material in a standardised way	<p>Initiative to display the National Healthy eating educational guidelines</p> <p>Initiative to integrate START programme for healthy life choices</p> <p>*Note: MECC modules for healthy eating and physical activity to support healthy weight management protocol and guidelines are included in the MECC section later in the document.</p>	Health and Wellbeing
People diagnosed with Asthma, Diabetes, CVD and COPD will be offered self-management support and education	Established baseline of existing activity	Measures to be agreed following establishment of baseline	<p>Appointment Self-Management Coordinator</p> <p>Initiative to implement national Self Management Support Framework for chronic disease: COPD, Asthma, Diabetes and Cardiovascular Disease</p> <p>Produce a Directory of Services for the Mid West Community Healthcare</p>	Health and Wellbeing



Enable me to improve my lifestyle

Outcome	Measures of Success 2018	Measures of Success 2025	Overall Initiatives	Responsible
More people, of all ages and abilities, meeting the national recommended level of physical activity: 30 minutes of moderate activity 5 days or more every week	Establish baseline of staff trained on MECC module physical activity	Increase number of staff trained on MECC (year on year)	<p>Initiative to implement the MECC module on physical activity for frontline staff promoting physical activity in their work with clients</p> <p>Support the 3 Local Sports Partnerships in promoting physical activity at a local level e.g.</p> <ul style="list-style-type: none"> • 'Men on the Move'(sports partnership) • 'Go For Life' <p>Work with the 3 LCDCs to promote Active Travel facilities, Sli na Slainte and marked walking Routes at local community levels</p>	Health Promotion and Improvement and Health and Wellbeing
Increase the number of people who will quit smoking	Targets and initiatives around smoking are included in the objective 'Help me better to prevent onset of chronic disease and ill health'			
Better informed parents and students around drug and alcohol use	Roll out 'Let's Learn about Drugs and Alcohol Together' to 26 post primary schools	Roll out 'Let's Learn about Drugs and Alcohol Together' to all post primary schools	<p>Work in partnership with the Health Promoting Schools Programme to roll out the initiative on</p> <ul style="list-style-type: none"> • 'Let's Learn about Drugs and Alcohol Together' • Completion of #CannabisUnplugged Pilot • Publication of #CannabisUnplugged Resource • Promote and disseminate national post primary resource material on drugs and alcohol 	Social Inclusion and Health Promotion and Improvement Services
Greater public awareness of risks associated with underage drinking	Commence analysis of Drink Meter Survey	Baseline will be considered following analysis of Drink Meter Survey	<p>Initiative to roll out 'Drink Meter' solution for delivering Identification and Brief Advice (IBA) concept across the Mid West</p> <p>Implement Connecting For Life (CFL) project - Build the Link between alcohol and drug misuse and suicidal behaviour into all communication campaigns (Note: National campaigns on drugs and alcohol will be displayed in main Primary Care Centres using screen technology)</p>	<p>Social Inclusion</p> <p>Primary Care and Mental Health</p>

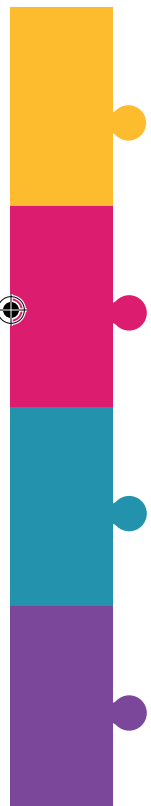
Enable me to improve my lifestyle

Outcome	Measures of Success 2018	Measures of Success 2025	Overall Initiatives	Responsible
Improve Health and Wellbeing of travellers	Baseline to be agreed following publication of Mid West Traveller Health Strategic Plan 2018-2021	To be agreed following completion of baselines	Develop a Mid West Traveller Health Strategic Plan 2018-2021 and associated Action Plan Roll out 'Small Changes, Big Differences' and National asthma programme in the Mid West under the direction of designated PHNs	Social Inclusion Social Inclusion
Improve Health and Wellbeing for asylum seekers and refugees	Baseline to be agreed following the publication of the National Inter-Cultural Health Strategy 2018-2021	Measures to be agreed following agreement on baselines.	Develop Mid West Action Plans to implement the National Inter-Cultural Health Strategy 2018-2021 Develop Mid West Action Plan following the review of the McMahon report in 2018	Social Inclusion Social Inclusion
Improve Health and Wellbeing of homeless persons	Commence the self-assessment by NGO Homeless Service providers against the new National quality standards	The National quality standards will be rolled out to 100% NGOs	Initiative to implement National quality standards across the funded agencies in line with National policy	Social Inclusion



Enable me to age well and participate to my full potential in society

Outcome	Measures of Success 2018	Measures of Success 2025	Overall Initiatives	Responsible
<i>Influenza rates will be reduced in older people</i>	95% uptake of flu vaccine for patients in older person HSE centres Create baseline for uptake of flu vaccine to older persons services front line staff	95% uptake of flu vaccine for patients in older person HSE centres Increase uptake of flu vaccine by older persons front line staff	Project to maximise availability and uptake of flu vaccine in older persons and staff in the community, Day Centres and Residential Centres	Health and Wellbeing and Older Persons Services
<i>More older people are supported to remain physically active and socially connected</i>	Create baseline of existence of 'Go For Life' programmes across the Mid West Establish baseline provision of physical activity initiatives for older people in Day Care and Residential Centres	Increase the provision of 'Go For Life' programme based on the findings of the baseline Increase in the provision of age friendly physical activity programmes and facilities	'Go for Life' programme Collaborative work with local Sports Partnerships, Local Authorities and third level institutions to: <ul style="list-style-type: none"> • Ensure safe environment in which to be active • Roll out age friendly physical activity initiatives Project to implement CarePALs programme (based on findings following baseline analysis and consultation with staff)	Health and Wellbeing Health and Wellbeing Older Persons Services and Health Promotion and Improvement Services
<i>Reduction in mortality and morbidity as a result of falls of persons over 65 years</i>	Risk assessment tool completed by December 2018	100% of residents in long term care facilities risk assessed using validated risk assessment tool	Implementation of a <i>National Falls Prevention Strategy</i> including a standardised tool to access falls risk in older persons plus a KPI Primary Care initiative to implement the standardised assessment tool for over 80s Social Care initiative to implement the standardised tool in all long term care facilities	Social Care Primary Care Social Care

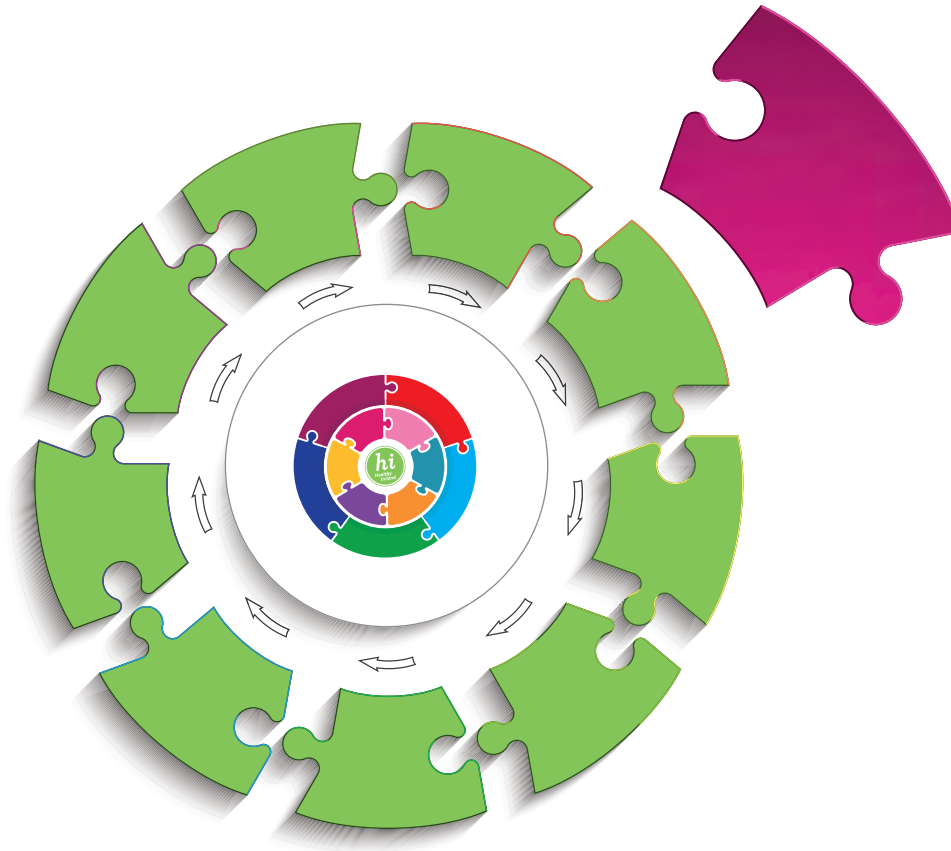


Enable me to age well and participate to my full potential in society

Outcome	Measures of Success 2018	Measures of Success 2025	Overall Initiatives	Responsible
Older and vulnerable people will feel safer in their communities	Safeguarding and protection training will be rolled out in accordance with the 2018 national targets.	100% of active over 80s cases referred to PCTs using risk assessed validating tool	Initiatives based on the Falls prevention strategy	Primary Care and Social Care
		All relevant staff will have received safeguarding and protection training	Implement the National Safeguarding Vulnerable Adults policy and procedures, including training Develop approaches to promote the rights and independence of vulnerable people through the Mid West interagency safeguarding and protection committee	Social Care Social Care
			Advocate through the LCDC partnerships the requirement for initiatives to support the safety of older and vulnerable people in the community e.g.: community alert, personal alarms	Health and Wellbeing Social Care
An improved integrated community for people with dementia	Establish the baseline of the requirement of day centres that cater for dementia needs	Increase in day centres that meet dementia needs (following determination of baseline)	Initiative to support dementia design in existing and new day centres	Social Care
			Develop Mid West Action Plan, following dissemination of actions required by National Division around dementia	Social Care
	Establish baseline of home help and home care staff that are trained on dementia awareness	100% of home help and home care staff trained on dementia awareness	Support the Dementia : Understand Together campaign and roll out of Training for Primary Care Staff	Social Care and Primary Care
			Roll out of training module on dementia awareness for home care staff	Social Care
		Work in partnership with the council and external organisations to dementia proof the civic environment	Social Care	







Internal Systems Perspective

Be a source of accurate and compelling information on Health and Wellbeing

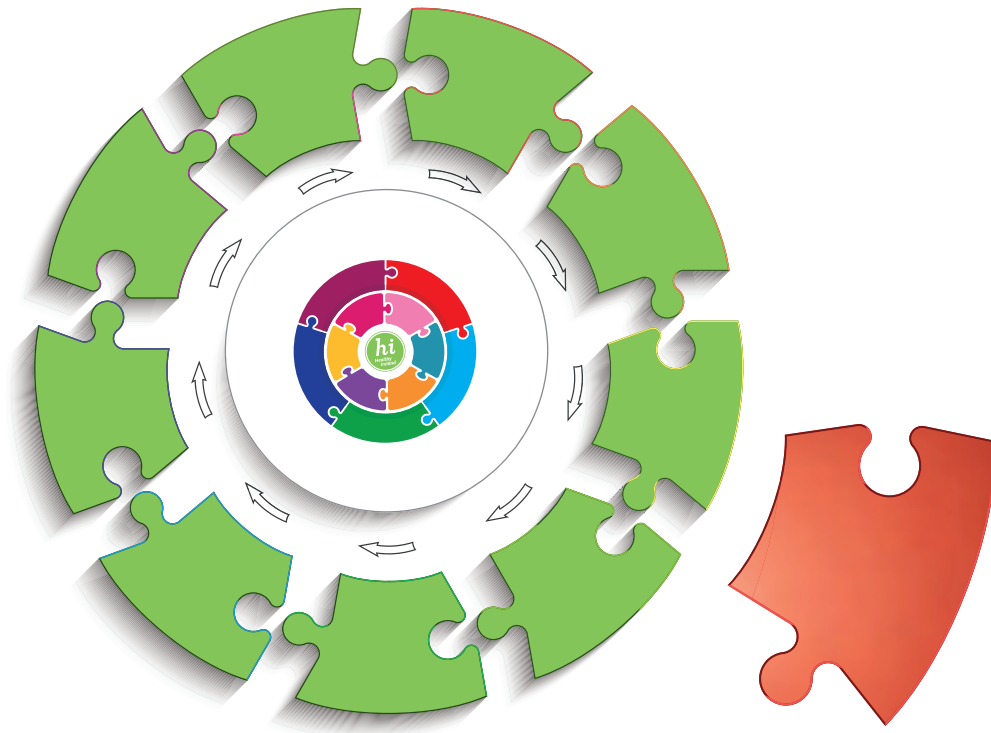
Outcome	Measures of Success 2018	Measures of Success 2025	Overall Initiatives	Responsible
Improved public and staff understanding of key messages for Health and Wellbeing	8 HSE premises will operate new screen technology to display key health messages	100% of our main HSE Centres will operate new screen technology to display key health messages	<p>Roll out screen technology initiative across the main Primary Care centres</p> <p>Health and Wellbeing branded materials project</p> <p>Health and Wellbeing communication strategy on</p> <ul style="list-style-type: none"> • Drugs and alcohol national messaging e.g. ask about alcohol • Relevant care pathways for drug and alcohol services • Highlight the risks associated with alcohol and sexual risk taking <p>Database of Health and Wellbeing 'stories'</p>	Health and Wellbeing
Better informed decisions using Health Intelligence	Phase 1 data requirements to be identified	All key databases spatially aligned to postal codes	<p>Data repository for Mid West</p> <p>Training programme for managers on Health Atlas</p> <p>Needs Assessment methodology for community health networks</p>	<p>Department of Public Health – Mid West</p> <p>Health and Wellbeing</p> <p>Department of Public Health – Mid West</p>

Enhance internal and interagency partnership to support Health and Wellbeing

Outcome	Measures of Success 2018	Measures of Success 2025	Overall Initiatives	Responsible
Improved Health and Wellbeing working arrangements with key partnership agencies	100% participation in LCDC Fora 100% participation in Healthy Cities	100% participation in LCDC Fora 100% participation in Healthy City/County All interagency plans Health and Wellbeing proofed	Participate in allocation of funding to LCDCs for HI initiatives	Health and Wellbeing
			Support the formation of Healthy County initiative in County Clare	Health Promotion and Information Services
			Support the formation of Healthy County initiative in North Tipperary	Health Promotion and Information Services
Health and Wellbeing is seen as a priority for Care Group Divisions	All Care Divisions to have a Health and Wellbeing priority actions in annual operation plan in each Division	All Care Divisions to have Health and Wellbeing priority actions in annual operation plan in each Division	Annual Operation Plan with priority actions from Health and Wellbeing Strategic Plan	Health and Wellbeing
			Governance arrangements across Divisions for Health and Wellbeing, including Lead Managers	Health and Wellbeing
All funded agencies operating to a Health and Wellbeing approach	Health and Wellbeing Leadership Charter for funded agencies in the Mid West Develop baseline of agencies with Health and Wellbeing policy in place	100% of agencies with Health and Wellbeing policy in place All statutory and funded agencies will have Health and Wellbeing Annual programmes in place	Develop Health and Wellbeing charter for funded agencies	Health and Wellbeing
			Health and Wellbeing guidance for agencies	Health and Wellbeing
			Health and Wellbeing training programme for agencies	Health and Wellbeing

Deliver the Health and Wellbeing agenda through Community Health Networks

Outcome	Measures of Success 2018	Measures of Success 2025	Overall Initiatives	Responsible
<i>Community services will be delivered through community catchments called Community Health Networks</i>	A learning site to determine appropriate ways of working	Roll out of 8 Community Health Networks across the Mid West	Learning site project 2018 Roll out phase for remaining 7 CHNs	Primary Care Primary Care
<i>Increased community participation and ownership of the Health and Wellbeing agenda</i>	4 CHN events	Annual events across all CHNs User participation fora in all CHNs	CHN events initiatives User participation strategy	Health and Wellbeing Health and Wellbeing
<i>Increased knowledge of Health and Wellbeing status of local populations</i>	CHN needs assessment methodology completed	Needs assessment carried out in all CHNs	Needs assessment methodology project Health and Wellbeing needs assessment project	Department of Public Health – Mid West Primary Care – Network Managers



Staff Perspective

Enable me to work in an environment that promotes and maintains my Health and Wellbeing

Outcome	Measures of Success 2018	Measures of Success 2025	Overall Initiatives	Responsible
Reduce number of staff getting the flu and protecting those we look after or work with from getting the flu	Completion of qualitative research re poor uptake and staff experience of the vaccine take up campaign	Improve uptake rates to National target	<p>Initiative to support uptake of flu vaccine amongst staff (based on findings from qualitative research) including consideration of the following:</p> <ul style="list-style-type: none"> Vaccine availability in local sites Identify and target critical staff groups Increase use of Social media/advertising to communicate messaging 	Department of Public Health and Health and Wellbeing Department
Staff 'sitting less, moving more' in the work environment	Non applicable	Carry out qualitative research with staff to assess the impact of 'sit less/move more' guidance document	<p>Design 'Sit less, move more' guidance document</p> <p>Implement 'Sit less, move more' guidance document, including e.g. Standing meetings/standing desks, step challenges, access to pedometers, onsite lunch time peer led/external supported exercise activity, ICT reminder prompts re sit less/move more, prompt to use stairs, "SIT" signs, office design to move more and be more active at work</p> <p>Run Health and Wellbeing activity events:</p> <ul style="list-style-type: none"> Sports day event in partnership with the UL Hospital Group Continue local Community Healthcare activity events <p>Develop the concept of the Health and Wellbeing lead/champions across team/site</p>	<p>Health Promotion and Improvement Services Mid West</p> <p>Health Promotion and Improvement Services and Health and Wellbeing</p> <p>Health and Wellbeing</p> <p>Health and Wellbeing</p>

Enable me to work in an environment that promotes and maintains my Health and Wellbeing

Outcome	Measures of Success 2018	Measures of Success 2025	Overall Initiatives	Responsible
More staff have access to 'active' travel options	Qualitative research with Mid West staff to: <ul style="list-style-type: none"> Establish a baseline of Active Travel useage Consider future options 	Annual review with staff engagement for active travel	Active travel initiative for staff based on qualitative research e.g. <ul style="list-style-type: none"> Cycle/walking routes Bicycle facilities Inter-agency work to make cycle routes to main work centres safer Promote Cycle to work scheme uptake	Health and Wellbeing
More staff enabled to maintain a 'healthy weight'	Non applicable	95% staff know their numbers	'Know Your Numbers' project e.g. Height, weight, BMI, blood pressure etc Evidence based 'peer support' programme for staff pursuing a 'healthy weight' Initiative to develop national steps to health challenge for staff	Health and Wellbeing
Decrease in number of staff who smoke	Establish baseline of staff who smoke	Reduce prevalence of staff smoking to 5%	Brief Intervention Training for staff - Smoking Cessation / (MECC) to inform staff attitude, knowledge and skills on smoking cessation and tobacco-free environments Initiative to support staff to attend HSE smoking cessation services. <i>(Note: This will require integrated approach from Occupational Health, Service Managers, Health and Wellbeing/Health Promotion and Improvement Services and HR)</i> Initiative to access reduced cost Pharmacotherapy	National Health and Wellbeing Division Health and Wellbeing



Enable me to work in an environment that promotes and maintains my Health and Wellbeing

Outcome	Measures of Success 2018	Measures of Success 2025	Overall Initiatives	Responsible
Reduced levels of stress among staff	Provide 6 staff resilience and stress management programmes	Evaluation effectiveness of programmes with a view to further roll out	Staff Resilience and Stress Management Programmes: Initiatives for discussion by Project team e.g. Signposting, mindfulness classes, within scope of occupational health, yoga classes, meditation, stress management programmes	Health and Wellbeing Health and Wellbeing
Improved healthy work environment for staff	Baseline to determine availability of wholesome drinking water as per health and safety regulations 2007	Wholesome drinking water available in all community facilities	Action plan (based on assessment of the safety health and welfare at work regulations 2007) <ul style="list-style-type: none"> Phase 1 drinking water project Phase 2 general welfare requirements (as per regulations) 	Health Business Services Estates and Health and Wellbeing
Staff are protected from second hand smoke in Domestic Settings	Communication plan for protecting HSE staff from second hand smoke in domestic settings to be developed	All staff (including newly appointed staff) and managers are aware of their role in implementing policy	Initiative to roll out a second hand smoking policy for staff	Health and Wellbeing and Health Promotion and Improvement

‘Making Every Contact Count’ to support staff in implementing the Health and Wellbeing agenda

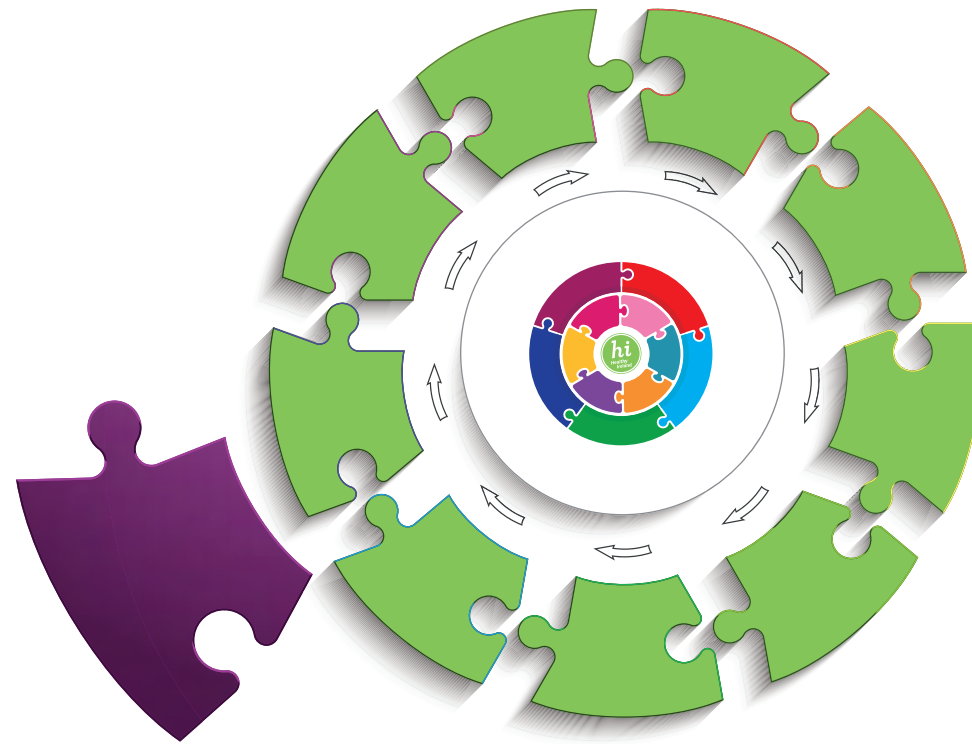
Outcome	Measures of Success 2018	Measures of Success 2025	Overall Initiatives	Responsible
Increased staff capacity to support health service users and colleagues adopting and maintaining a healthy lifestyle practice	Roll out of MECC online modules to 204 staff and a face to face training target of 42 staff	Roll out of MECC online modules in line with national targets for staff	Programme of work to build momentum for staff to work in a Health and Wellbeing way e.g. Maximising use of existing ‘Values in Action’ groups	Health and Wellbeing and Health Promotion and Improvement Services
	Roll out of MECC master class to 20% of staff who completed online modules (Target yet to be set nationally)	Roll out of master class to staff in line with national targets	Develop a Mid-West local implementation plan for MECC using the proposed national implementation model, including roll out of the data tool set	Health Promotion and Improvement Services
			Review care planning process to support staff in Health and Wellbeing work	Health and Wellbeing



Develop capacity of staff to work in partnership with communities and service users

Outcome	Measures of Success 2018	Measures of Success 2025	Overall Initiatives	Responsible
<i>Staff are supported and empowered to work in a partnership way with communities and service users</i>	Assessment of the 'maturity' level partnership working within the Mid West Community Healthcare area	<p>To have made substantial inroads in the maturity indices in partnership working (based on model used in independent assessment)</p> <p>All relevant staff in each Community Health Network are supported to work in partnership with communities and service users (Staff survey)</p>	<p>Develop maturity model for partnership working in community services</p> <p>'Mentor' programme for staff to support partnership working</p> <p>Mid West partnership charter for working with users and communities</p>	<p>Health and Wellbeing</p> <p>Health and Wellbeing</p> <p>Health and Wellbeing</p>





Assets and Resources Perspective

Encourage development of Health and Wellbeing budgets within services

Outcome	Measures of Success 2018	Measures of Success 2025	Overall Initiatives	Responsible
Adequate funding to support roll out of Mid West strategic plan	<p>Identification of specific Health and Wellbeing budget within each Division</p> <p>Establish baseline budgets for 2018</p>	Annual increase in budget in line with developments	<p>Business case for Health and Wellbeing sub structure operating model</p> <p>Business cases for funding initiatives to National Health and Wellbeing Division</p> <p>Identify external sources of funding to support initiatives</p>	<p>Health and Wellbeing</p> <p>Health and Wellbeing</p> <p>Health and Wellbeing</p>

Improve the quality of the infrastructure used by the public

Outcome	Measures of Success 2018	Measures of Success 2025	Overall Initiatives	Responsible
Better facilities to improve local access and increase uptake of services	Establish 7 year CHN proofed estates plan	Complete initiatives as per estates plan	Deliver agreed list of prioritised centres as per estates plan	Health Business Services Estates
Community facilities are supporting breastfeeding policy	Develop baseline of health centres that support mothers to breastfeed by providing dedicated facilities All new health centres to support breastfeeding policy	At least 95% of our Primary Care Centres will have dedicated breastfeeding facilities All new health centres to support breastfeeding policy	Breastfeeding facilities project <ul style="list-style-type: none"> • Standards • Roll out 	Health Business Services Estates
New buildings or modifications would be age friendly	Carry out baseline review of centres that are age friendly in accordance with the WHO model and Dementia Friendly Community Model to determine specific design requirements for age friendly buildings	All new centres to meet age friendly requirements	Initiatives to upgrade buildings from an age friendly perspective for both new centres and existing facilities	Health Business Services Estates



Build technology environment to support Health and Wellbeing

Outcome	Measures of Success 2018	Measures of Success 2025	Overall Initiatives	Responsible
<i>Easier and immediate access by the public to up to date and relevant information</i>	Online information survey	Online information survey	Develop Healthy Ireland webpage for Mid West in new HSE internet Appoint a Digital Lead for web and social media activities	Health and Wellbeing Health and Wellbeing
<i>Improved healthcare planning and resource management through shared digital platform</i>	Non applicable	'Online' availability of key data for managers	Digital platform feasibility study Digital platform project	OOCIO Office of the Chief Information Officer OOCIO Office of the Chief Information Officer

5. Implementation Journey

The previous section sets out the key initiatives and a supporting framework of success measures that will be used by the Health and Wellbeing Steering Group to facilitate oversight of the Health and Wellbeing Strategic Plan. Each of the initiatives listed will only produce positive change if effectively implemented, both collectively and individually by our care group services and partners. This will require discipline, planning and execution over the next 7 years.

This document has set out the commitment to change, but much work is needed to develop, design and deliver on the initiatives outlined. In order to achieve the level of change required in a logical and pragmatic way, the Health and Wellbeing Steering Group will carry out an annual assessment of the status of the Strategic Plan, using the measures of success set out as an indicator and recommend to the Head of Health and Wellbeing the initiatives that should progress into the annual Operation Plan (as set out in the figure on next page).

The recommendations will be based on a prioritisation process that considers such factors as:

- *New emerging service enhancement agenda from the National Management Team*
- *Corrective actions where a 'gap closure' envisaged in the 'measures of success' in the Strategic Plan has not materialised*
- *Priority actions for each of the care services*
- *Funding availability to support key initiatives where new investment is required*
- *Availability of resources to lead initiatives across the care services*

The Strategic Plan has been developed with the above challenges in mind and a robust portfolio/project management approach, will be maintained during the implementation phase.

The key actions identified for inclusion in the annual operation plan will in turn be mapped out using appropriate project management methodology and progress will be monitored ultimately through the Mid West Community Healthcare Management Team, in line with agreed governance/tracking arrangements for its overall Change Programme.

5. Implementation Journey

Mid West Community Healthcare Health and Wellbeing Implementation Approach



Assessment of the Strategic Plan

All initiatives and targets referenced in this plan will be continually assessed and evaluated against all forthcoming relevant plans, policies and frameworks.

6. Conclusion

The Health and Wellbeing Strategic plan for the HSE Mid West Community Healthcare *“A Step in the Right Direction”* is an ambitious plan that has taken a life course approach. It will enhance and support the capacity of people, communities and staff in the Mid West to maximise and take control of their own health and wellbeing.

To achieve this, the plan will require involvement and collaboration with all staff, communities, other partners and agencies.

The people of the Mid West will be better supported to improve their health and wellbeing by services working together and using a prevention model that focuses on partnership work and the use of local services to build the capacity of people living in the community and therefore improving their health outcomes. This seven year plan focuses on providing solutions at a local level that are built upon the foundations of prevention and early intervention.

The staff in the Mid West Community Healthcare will endeavour to deliver this plan, which when implemented, will ultimately improve the health and wellbeing of the population of the Mid West.

“Building Connections and Delivering Together”





Abbreviations and Acronyms

AMO	Area Medical Officer
BMI	Body Mass Index
CarePALS	Go for Life - An Age Friendly Physical Activity and Sporting Programme for Older People and People with Disabilities
CFL	Connecting for Life
CHN	Community Healthcare Network
CHO	Community Healthcare Organisation
CHO3	Mid West (Limerick, Clare and North Tipperary) Community Healthcare Organisation
COPD	Chronic Obstructive Pulmonary Disease
CVD	Cardiovascular Disease
ENSH	Global Network for Tobacco Free Healthcare Services
HEAL	Healthy Eating Active Living
HI	Healthy Ireland
HPandI	Health Promotion and Improvement
HPSP	Health Promoting Schools Programme
HPV	Human Papilloma Virus
IBA	Identification and Brief Advice
ICGP	Irish College of General Practitioners
ICT	Information and Communications Technology
LCDC	Local Community Development Committee
MECC	Making Every Contact Count
MenC	Meningococcal C Vaccination
MMR	Measles, Mumps, Rubella
NGO	Non Government Organisation
NSS	National Screening Service
OOCIO	Office of the Chief Information Officer
PCT	Primary Care Team
PHN	Public Health Nurse
PMO	Portfolio Management Office
Q1	Quarter 1 (January, February, March)
QUIT	Health Education Campaign aimed at encouraging Smokers to quit
SPHE	Social, Personal and Health Education curriculum
START	Programme to manage/reduce the risk of childhood obesity
UL	University of Limerick
SMS	Self Management Support



Useful links

Breast Check.....	www.breastcheck.ie	www.publichealth.ie	Institute of Public Health in Ireland
Cervical Check.....	www.cervicalscheck.ie	www.hrb.ie	Health Research Board
Connecting For Life.....	www.connectingforlifemidwest.ie	http://www.getirelandactive.ie	
Department of Health.....	http://health.gov.ie/	www.hse.ie/values-in-action	
Health Atlas Ireland.....	www.healthatlasireland.ie	http://www.healthyireland.ie	
Health Protection Surveillance Centre.....	www.hpsc.ie	http://www.drugs.ie	
Health Research Board.....	www.hrb.ie	http://www.socialinclusion.ie	
Health Service Executive.....	www.hse.ie	www.governancecode.ie	
Healthy Ireland.....	www.healthyireland.ie	www.drugs.ie	
HSE Quit.....	www.quit.ie	www.pavepoint.ie	
HSELand.....	www.hseland.ie	www.cervicalcheck.ie	
Pavee Point.....	www.paveepoint.ie	www.hseland.ie	
Public Health.....	www.publichealth.ie	www.quit.ie	
Health Promotion Surveillance Centre.....	www.hpsc.ie		





Develop Staff Support on Wellbeing
Partnership Supporting Health
Community Health Networks
Healthier, Safer Environment

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