



SPRi

Strategic Planning
and Reform Implementation



Progress through change

April 2006



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‘Strategic Planning and Reform Implementation’

The health reform programme will enable the HSE to provide high-quality, integrated services to everyone in the right place, at the right time, by the right people.

This will mean that, in many parts of the organisation, there will need to be changes to how we deliver our services.

SPRI is the new dedicated unit within the HSE designed to support the organisation advance this programme.

Initially SPRI will focus primarily on projects that support better integration so that people can access the services they need quickly and easily.

How?

SPRI works in conjunction with the service and support directorates by:

- Analysing key practices and service shortfalls;
- Recommending to the Chief Executive Officer new and innovative solutions and proposing how new development and other additional money received from Government and successful ‘Value For Money’ programmes should be allocated to maximise their impact.

So what must a new project do to be endorsed, recommended and tracked by SPRI?

- Demonstrate innovation and the capability to advance the reform programme;
- Demonstrate it is consistent with the HSE’s corporate objectives;
- Demonstrate it will result in improved integration across the organisation;
- Demonstrate it can meet a specific identifiable need and be able to produce measurable results;
- Demonstrate it will redistribute and reorient resources more effectively, including staffing and finance;
- Demonstrate that it can be implemented, particularly at local level;
- Demonstrate that the project will positively influence staff thinking and behaviour.



And how should the Directorates respond?

Each HSE Directorate is responsible for the structural and behavioural change necessary to ensure that each SPRI project delivers its intended result.

This approach will encourage local leadership, ownership, integration, creativity and innovation.

What happens when a new project is approved?

When a new project is approved, SPRI will, in conjunction with the other relevant Directorates, activate a project management programme. This will ensure that each project is defined, tracked, reported and evaluated using common criteria, and results are easily measured. SPRI will also assign the approved funding if necessary.

SPRI is also responsible for advising the Chief Executive Officer on the progress of each SPRI project: reporting on the results and, in conjunction with other Directorates, recommending corrective measures.

What about existing projects?

SPRI will work with all the HSE Directorates to acknowledge, promote and show recognition of services that are currently working well, displaying a commitment to innovation and are focused on the needs of patients and clients.

What about non SPRI reform projects?

In addition to tracking projects approved by the Chief Executive Officer, SPRI will also monitor reform-related projects being undertaken by the various Directorates which have been initiated as part of the normal planning and development process, yet are independent of SPRI.

Who does what?

SPRI is divided into two Groups:

- The **SPRI Steering Group** recommends strategic reform priorities and options to the Chief Executive Officer.
- The **SPRI Working Group** defines and monitors SPRI's work programme, and forwards proposals to the Steering Group.





SPRI's 2006 WORK PROGRAMME

SPRI is leading and supporting three reform initiatives that will improve integration:

1. Developing Primary and Community Care by implementing Primary Care Teams to provide better access to comprehensive 24-hour service to people in their own communities.
2. Improving and enhancing home and community supports through Community Intervention Teams, further Out of Hours GP services and GP access to diagnostic services.
3. Improving timely and appropriate access to key services by reducing waiting times in A&E, improving conditions for patients while waiting, reducing unnecessary A&E attendances and admissions, and also ensuring timely and appropriate discharge for those ready to leave hospital.

SPRI is also focusing on some key organisational initiatives to enable and support HSE staff and management deliver and sustain reform and innovation:

4. Supporting and developing staff by making the HSE a better place to work.
5. Increasing effectiveness and accountability by setting clear priorities and reporting on results, using these results to plan and fund existing and new services; and by reorganising administrative services.

In addition, SPRI is encouraging acknowledgment and promotion of services that are working well, displaying a commitment to innovation and are focused on the needs of patients and clients.

